BLM LIBRARY
88081887

Bureau of Land Management Direct Customer Survey Results

INFORMATION ACCESS CENTERS

Respondent Profiles
Customer Satisfaction Ratings
Improvement Opportunities

Project Coordinators:
Kerwyn Keith
Roy Wright

Customer Service Lead Group
Kamilah Rasheed, AK
Ed Perault, AZ
Rob Nauert, CA
Connie Hackathorn, CO
Harry Moritz, ES
Don Sweep, ID
Brad Brown, MT
Ted Angle, NV
Lee Keesling, NM
Tom Murray, OR
Glenn Foreman, UT
Terri Trevino, WY

BLM Library
Denver Federal Center
Bldg. 85, OC-521
P.O. Box 25047
Denver, CO 80225

Pacific Consulting Group
399 Sherman Avenue, Suite 1
Palo Alto, California 94306
(650) 327-8108

November 1999

Table of Contents

Page

- **Overview** 4
- **Respondent Profiles** 13
- **Customer Satisfaction** 15
- **Improvement Opportunities** 35

Appendix A: Information Access Centers Questionnaire
Appendix B: Distributions by State for Each Question
Appendix C: Mean Ratings by State for Each Question
Appendix D: What Is Net Impression®?
Appendix E: Glossary of Terms

#1593570046

ID:88081887

HD
216
.B87
1999a

KEY MESSAGES

CUSTOMER SURVEYS:

- Customer Surveys are now an integral part of how the BLM assesses how well the agency is meeting the expectations of the American people. This is a long-term agenda: we'll be at it just as long as we have customers.
- Customer Surveys reflect how people (our customers) perceive the agency. We will honor these perceptions and take action, either to improve our products and services or to respond to the perception.
- Survey results will initially be addressed by those units whose customers were surveyed. Policy issues, service-wide barriers, and common themes identified by these frontline units will be addressed by Assistant and State Directors.
- Where national surveys are conducted, field units are accountable to the appropriate Assistant or State Director for:
  - An Action Plan that responds to the survey results. Actions must add value for the customer.**
  - A description of how these actions will be communicated to customers.

**The National Customer Service Team will provide oversight by reviewing the progress of all Action Plans six months after implementation and reporting to the appropriate Assistant or State Director.

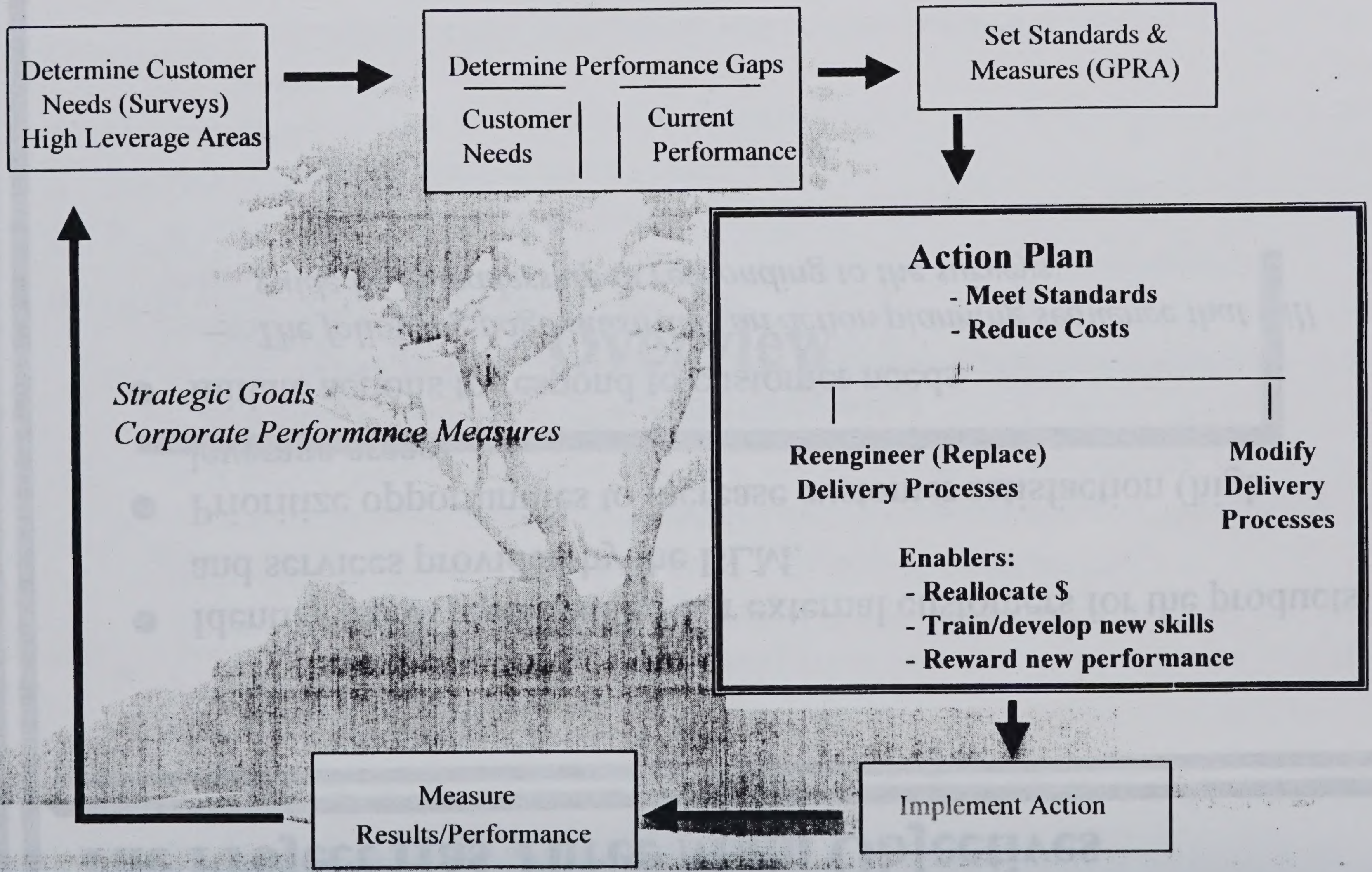
Overview

The Project Has Three Main Objectives

- Identify the expectations of our external customers for the products and services provided by the BLM.
- Prioritize opportunities to increase customer satisfaction (high-leverage areas).
- Initiate actions to respond to customer needs.
  - *The following page illustrates an action planning sequence that will guide BLM leadership in responding to the surveys.*

Pacific Consulting Group

Responding to Customer Survey Results



Determine Customer Needs (Surveys) High Leverage Areas

Determine Performance Gaps

Customer Needs | Current Performance

Set Standards & Measures (GPRA)

Action Plan

- Meet Standards
- Reduce Costs

Reengineer (Replace) Delivery Processes

Modify Delivery Processes

Enablers:
- Reallocate $
- Train/develop new skills
- Reward new performance

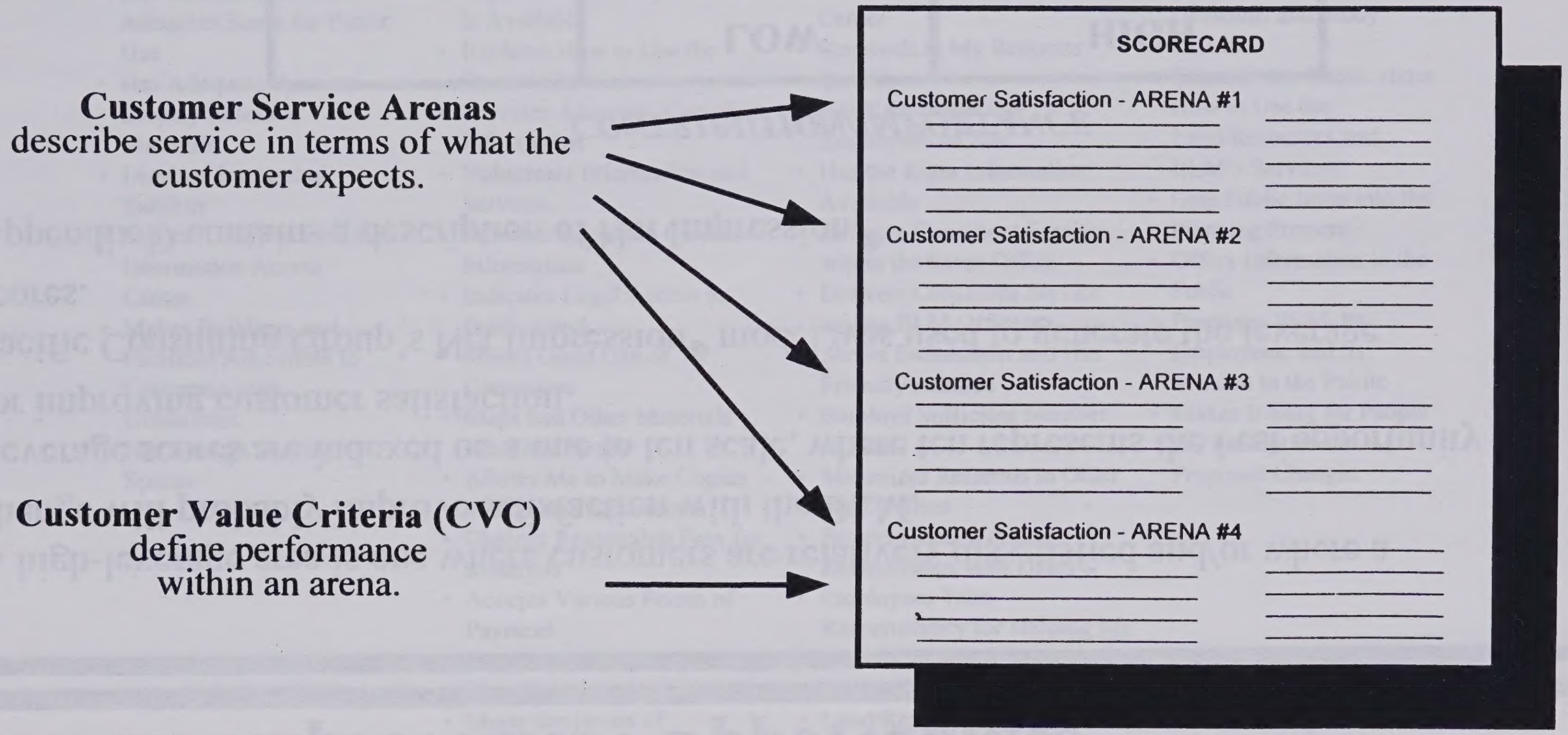
Implement Action

Measure Results/Performance

Strategic Goals
Corporate Performance Measures

Net Impression®: The Customer Scorecard

Net Impression® is a market research technique for understanding customer expectations and prioritizing improvement opportunities. Qualitative research, usually in the form of focus groups or personal interviews, is used to identify the items that comprise the customer scorecard. A survey is constructed from the scorecard by creating a question for each Customer Value Criterion (CVC), a general question for each service arena, and an overall question about service. Next the quantitative survey is administered by either mail or personal contact. The survey responses are analyzed using the Net Impression® model software to identify leverage areas. High-leverage items are ones where changes will lead to the greatest increase in overall customer satisfaction.



Customer Service Arenas describe service in terms of what the customer expects.

Customer Value Criteria (CVC) define performance within an arena.

SCORECARD
Customer Satisfaction - ARENA #1
Customer Satisfaction - ARENA #2
Customer Satisfaction - ARENA #3
Customer Satisfaction - ARENA #4

Net Impression® Leverage Analysis Is Used to Prioritize Improvement Opportunities

- A high-leverage area is one where customers are relatively dissatisfied and/or where a change will probably improve satisfaction with the BLM.
- Leverage scores are indexed on a one to ten scale, where ten represents the best opportunity for improving customer satisfaction.
- Pacific Consulting Group's Net Impression® model was used to generate the leverage scores.
- Appendix D contains a description of Net Impression.®

CONTRIBUTION/IMPORTANCE

		LOW	HIGH
SATISFACTION	**LOW**	MEDIUM LEVERAGE	HIGH LEVERAGE
	HIGH	LOW LEVERAGE	MEDIUM LEVERAGE

Information Access Centers Scorecard

Overall Satisfaction with BLM
(1 Question)

Facilities Available
(6 Questions)

- Has Comfortable and Adequate Space for Public Use
- Has Adequate Space to Display Resource Materials
- Displays Interesting Exhibits
- Makes It Easy to Find the Information Access Center
- Makes Buildings and Facilities Accessible to Customers with Disabilities
- Has Enough Parking Spaces

Information and Services Available
(13 Questions)

- Explains What Information Is Available
- Explains How to Use the Center's Services
- Provides Accurate, Complete Information
- Volunteers Information and Services
- Provides Access to Current Information
- Indicates Legal Access to Public Land
- Makes Good Use of Computers
- Maps and Other Materials Meet My Needs
- Allows Me to Make Copies of Relevant Documents
- Charges Reasonable Fees for Materials
- Accepts Various Forms of Payment
- Provides Information about Non-BLM Managed Land
- Meets the Needs of Customers with Disabilities

Customer Service
(14 Questions)

- Greets Me When I Enter the Center
- Responds to My Requests Quickly
- Has Knowledgeable Employees on Site
- Has the Right Information Available
- Delivers Consistent Service within the Same Office
- Delivers Consistent Service among BLM Offices
- Shows Enthusiasm and Has Friendly Attitude
- Employs Sufficient Number of Staff
- Minimizes Referrals to Other Staff/Offices
- Fosters Good Working Relationships with Users
- Employees Take Responsibility for Helping Me
- Center Has Flexible, Reasonable Policies
- Land/Resource Management Has Flexible Policies
- Has Hours of Operation That Meet My Needs

Communicating with the Public
(6 Questions)

- Is Open about Reasons for Decisions and Study Results
- Educates the Public about How to Use the Land/Resources and BLM's Services
- Gets Public Input into the Planning Process
- Offers Information to the Public
- Promotes BLM, Its Employees, and Its Mission to the Public
- Makes It Easy for People to Find Out about Proposed Changes

A Questionnaire Was Developed for Information Access Centers Customers

- Two focus groups were conducted in 1995 to help construct an Information Access Centers customer scorecard. These focus groups were held in Riverside, CA, and Vale, OR. Participants were asked to discuss what they expected of BLM and how BLM could improve service.
- From this scorecard, a survey questionnaire was developed for Information Access Centers and was administered by intercept in 1995. These questionnaires contained customer satisfaction rating questions on items that focus group customers had identified as being important in providing good service. Customers rated questions on a seven-point scale, where one represented "Needs Major Improvement" and seven represented "Excellent." Demographic questions were included to profile major respondent groups. The Eastern States and Oregon state offices did not participate during this first year of survey administration.
- For the 1998 market research, all state offices, except Alaska, were asked to participate. Each was requested to collect 100 surveys from customers who visited the Information Access Center.
- In 1998, the 1995 Information Access Centers mail questionnaire was revised by changing the label of the lowest scale point to "Very Poor." The 1998 BLM Information Access Centers questionnaire is shown in Appendix A.

Survey Response Rate by State

- 736 customers responded to the questionnaire, giving a target rate of 67%.
- The maximum sampling error for a sample of this size is ± 3% at the 90% confidence level.*
- In light of the small sample size and the low response rate for some of the state offices (Arizona, Eastern States, Montana, Oregon, and Utah), the state-level results in this report should be interpreted with caution. The information reported can be considered an indication of relative performance, but in no way should it be considered a statistically accurate measure.

*A maximum sampling error of ± 5% is commonly used when representing statistical accuracy in survey research.

State Office	Target	[illegible]	Target Rate
Arizona	100	23	23.0%
California	100	103	103.0%
Colorado	100	106	106.0%
Eastern States	100	32	32.0%
Idaho	100	106	106.0%
Montana	100	38	38.0%
New Mexico	100	100	100.0%
Nevada	100	102	102.0%
Oregon	100	9	9.0%
Utah	100	33	33.0%
Wyoming	100	84	84.0%
[illegible]	1100	736	66.9%

Favorable Satisfaction Ratings and Overall Mean Ratings for Information Access Center Customers

	[illegible]		[illegible]	
	[illegible]	[illegible]	[illegible]	[illegible]
Alaska	85.7%	N/A	5.7	N/A
Arizona	90.9%	91.3%	6.2	6.3
California	96.0%	95.0%	6.3	6.4
Colorado	98.9%	89.5%	6.5	5.7
Eastern States	N/A	92.6%	N/A	6.2
Idaho	95.4%	97.8%	6.2	6.3
Montana	90.0%	87.9%	6.1	5.8
New Mexico	94.1%	97.8%	6.0	6.2
Nevada	86.0%	87.6%	5.6	5.8
Oregon	N/A	100.0%	N/A	6.4
Utah	100.0%	92.0%	5.9	6.1
Wyoming	90.9%	93.5%	6.2	6.1
[illegible]				6.1

Respondent Profiles

736 Information Access Center Customers Returned Questionnaires

Frequency of Visit	Customers	Percent
First-Time Visitor	178	27.1%
Repeat Visitor	480	72.9%
Total	**658**	**100.0%**

Purpose of Visit	First Time Visitor	Repeat Visitor
Maps	57.9%	36.3%
Brochures	25.3%	12.1%
Recreational Information	30.3%	14.8%
Land and Mineral Records	35.4%	70.8%
Other	21.3%	19.8%
Total	**27.1%**	**72.9%**

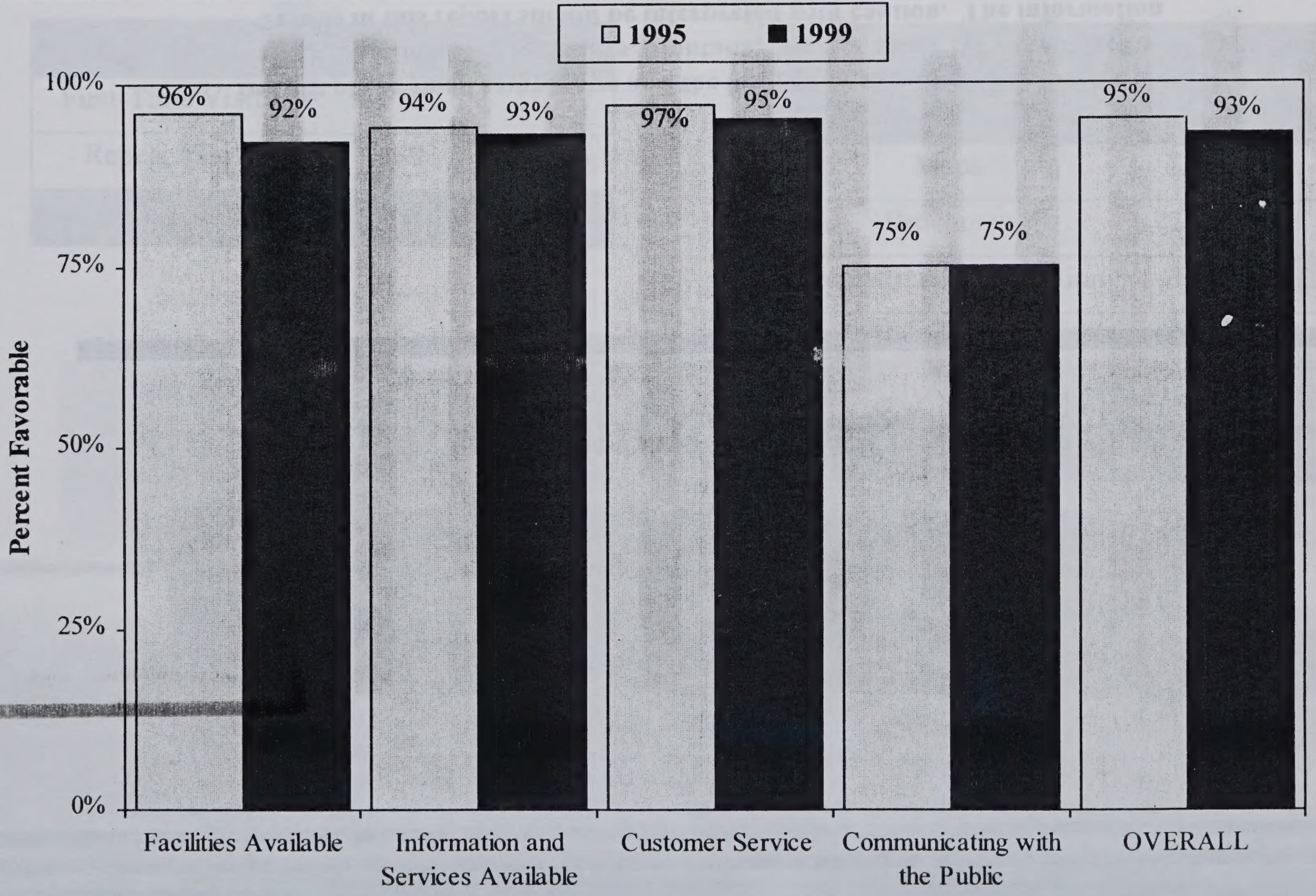
Customer Service Standard	Total Number of Customers [illegible]	Percentage of Customers [illegible]
Greeted within 5 Minutes	664	96.1%
Receive Information within 30 Minutes	658	97.7%
Receive Response to Phone or Written Requests within 5 Days	440	95.2%

*"Yes" indicates that the customer service standard was met.

Customer Satisfaction

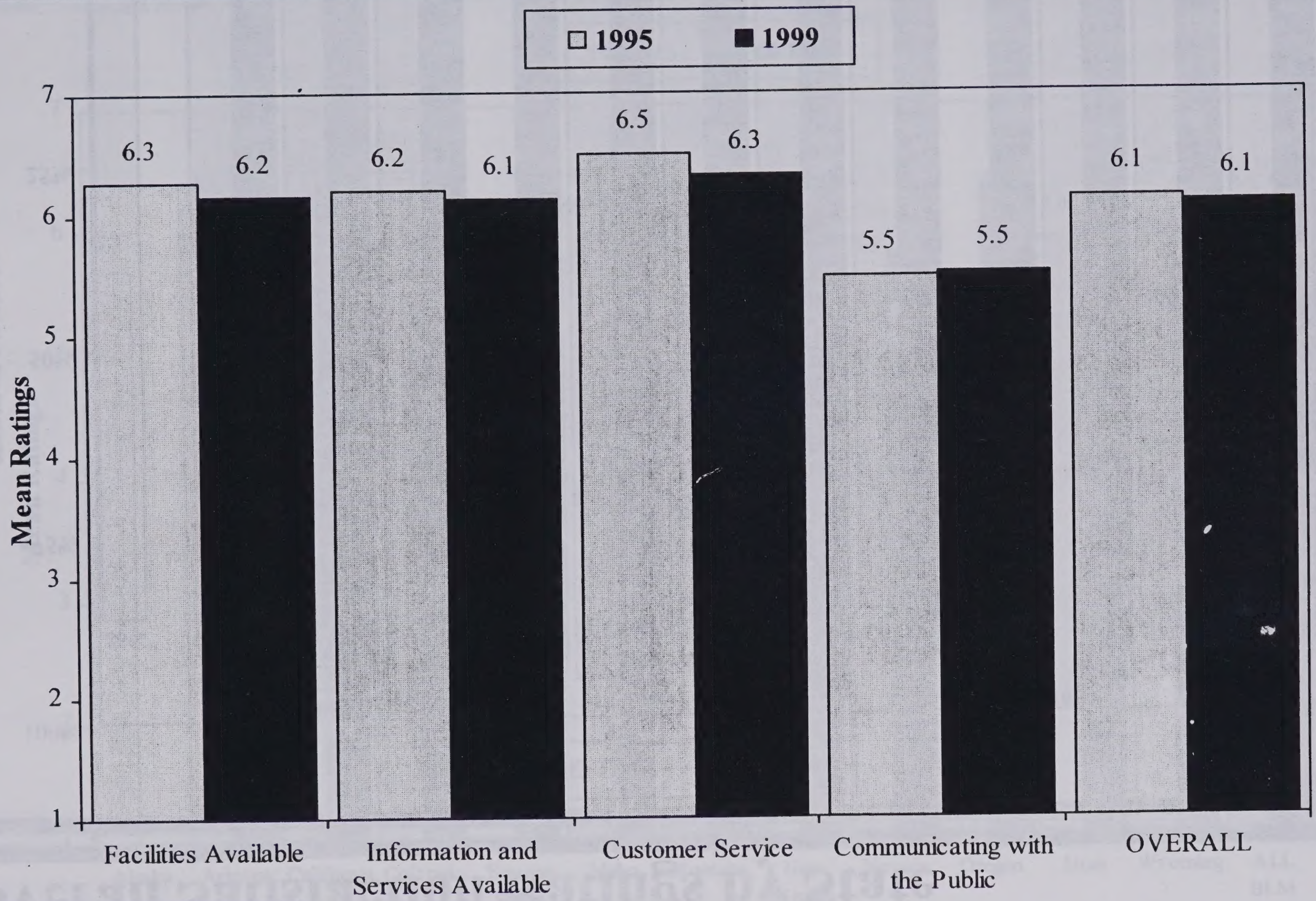
In light of the small sample size and the low response rate for some of the state offices (Arizona, Eastern States, Montana, Oregon, and Utah), the state-level results in this report should be interpreted with caution. The information reported can be considered an *indication* of relative performance, but in no way should it be considered a statistically accurate measure.

Arena and Overall BLM Performance Satisfaction Ratings

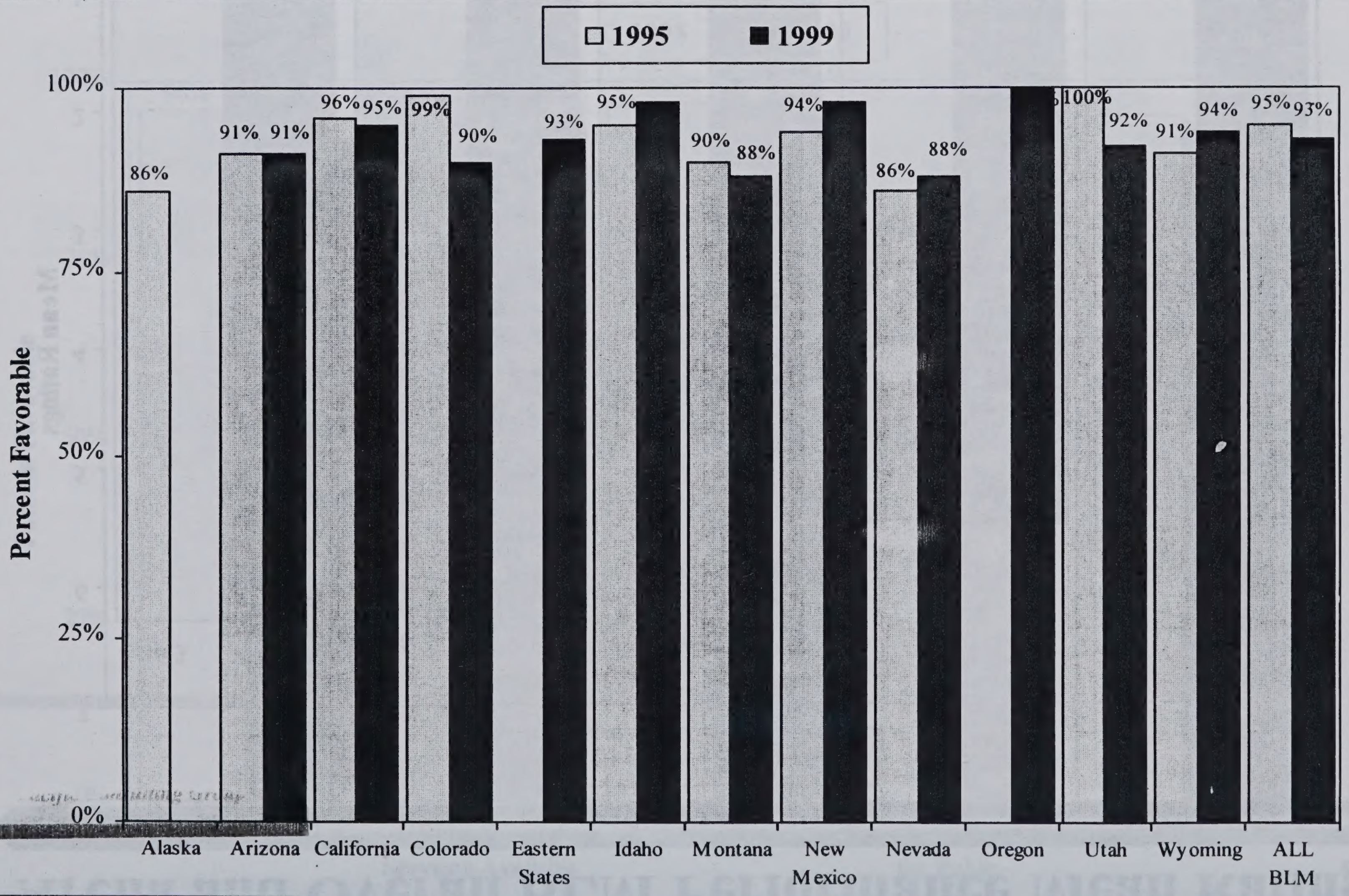


Pacific Consulting Group

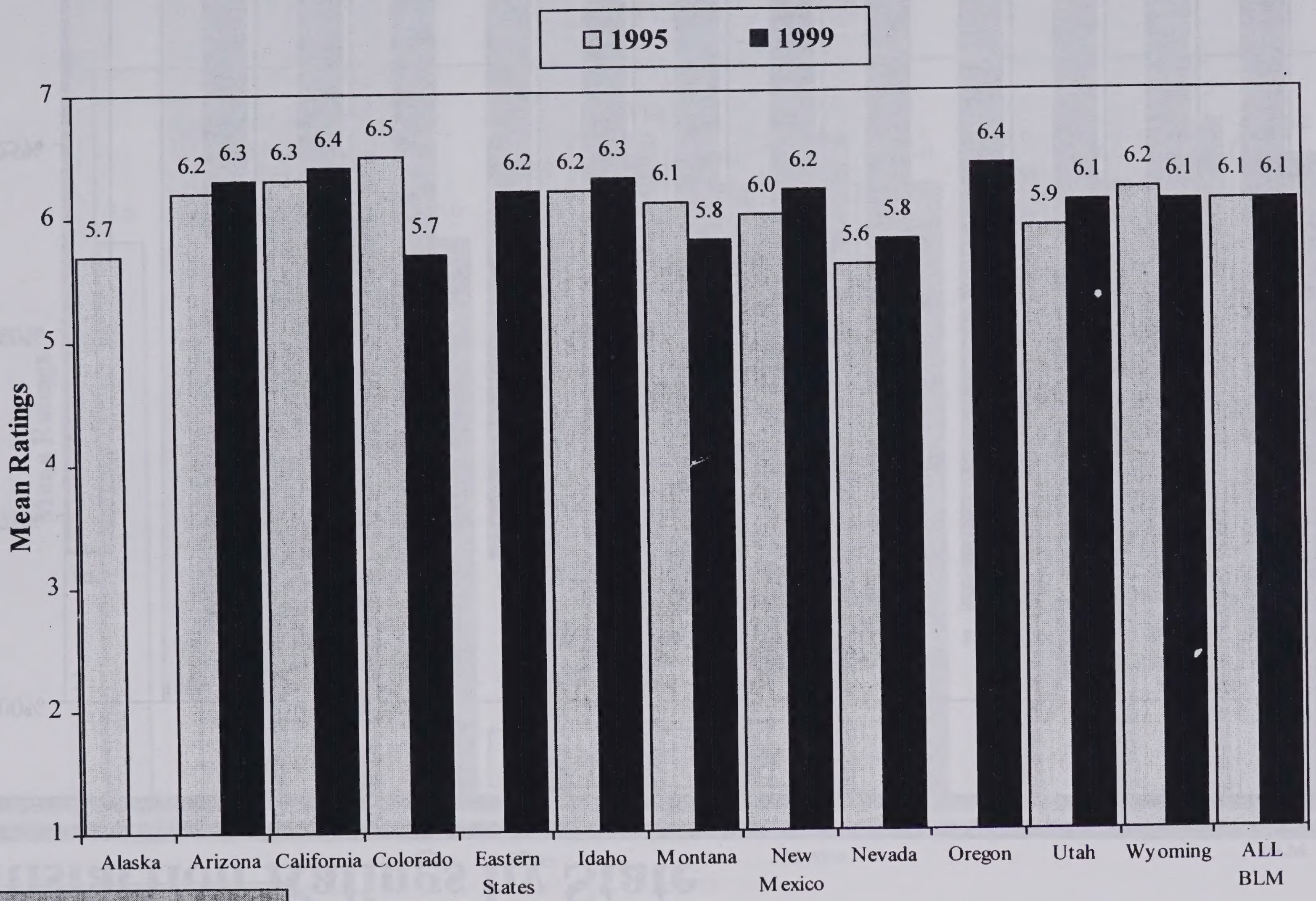
Arena and Overall BLM Performance Mean Ratings



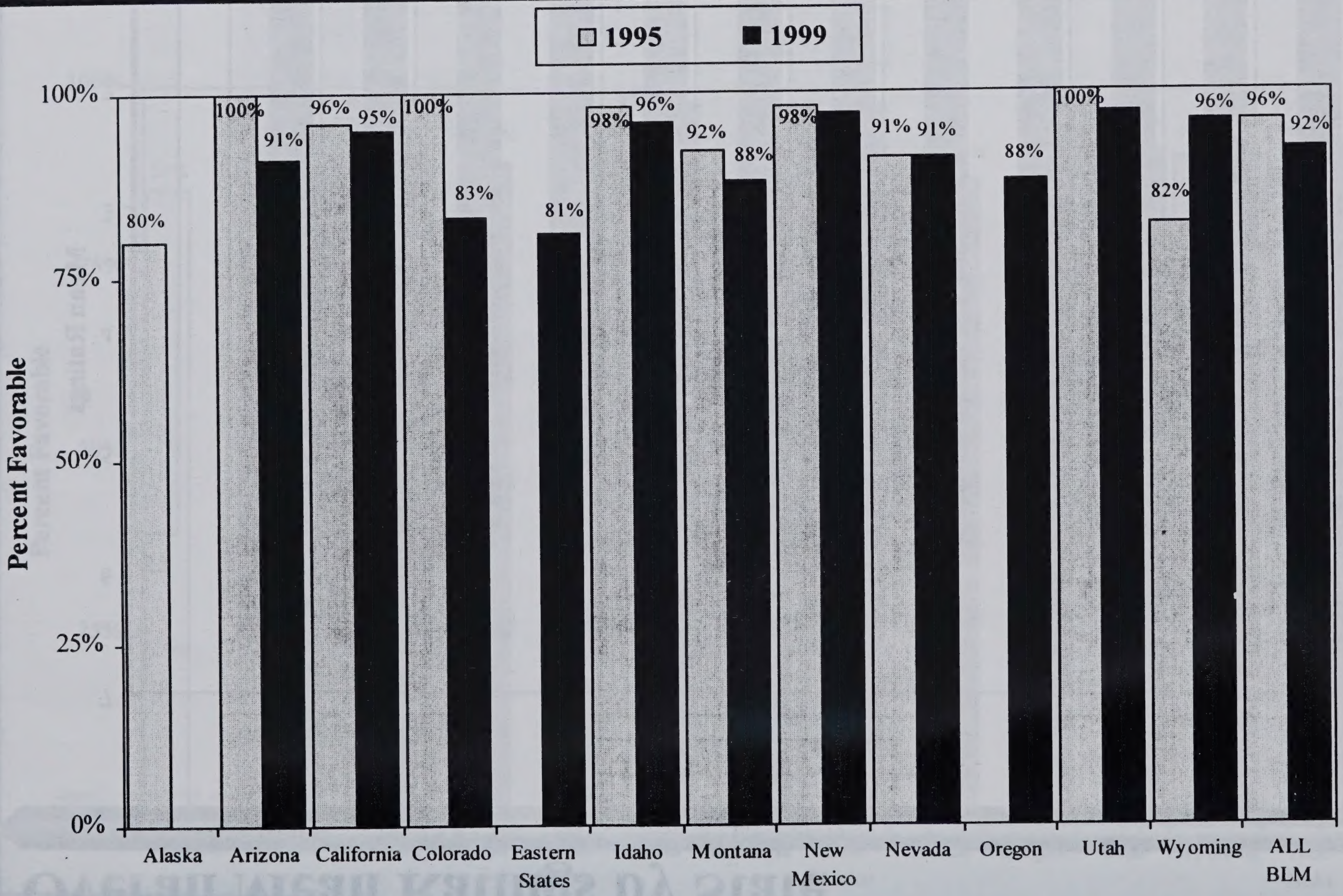
Overall Satisfaction Ratings by State



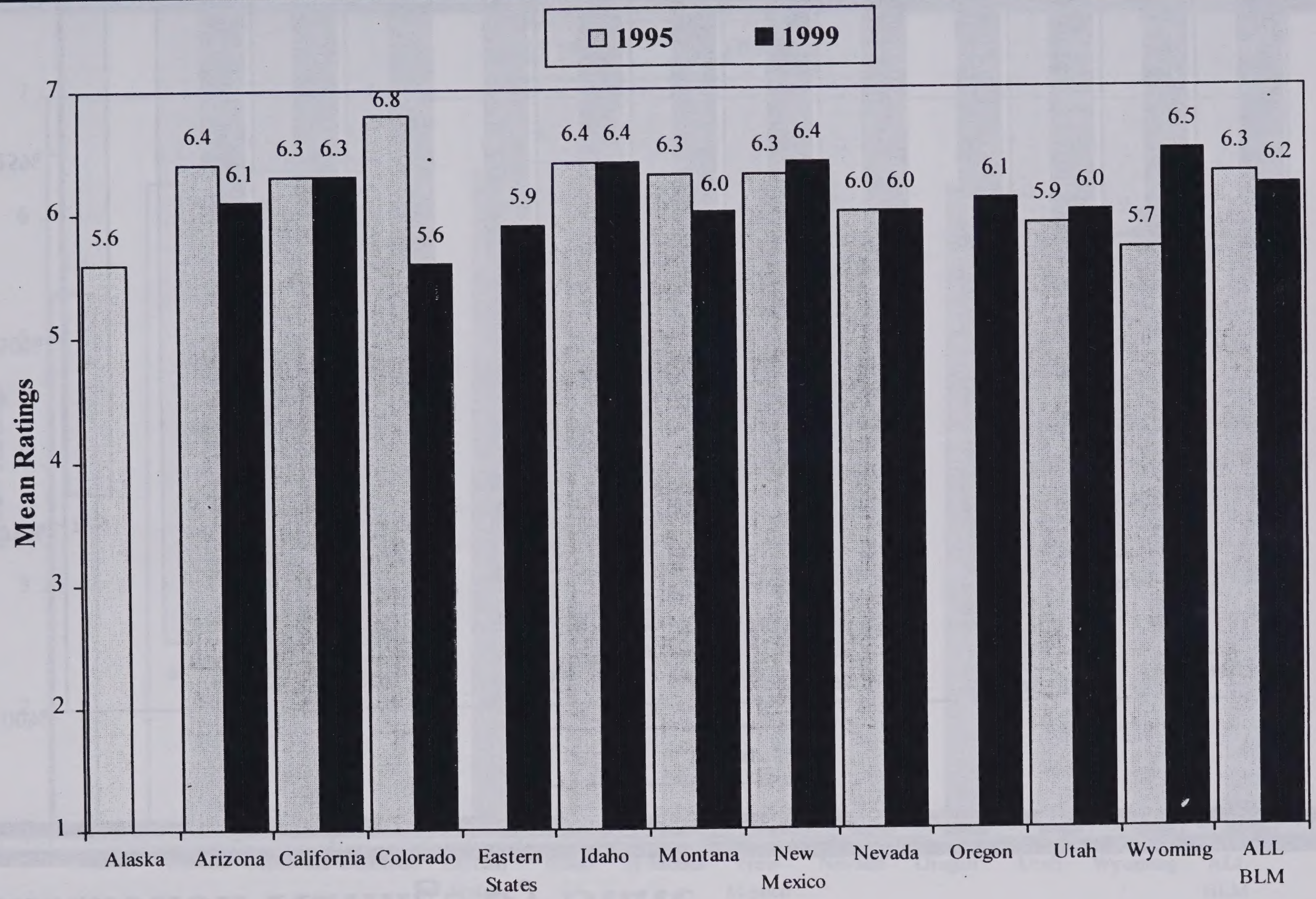
Overall Mean Ratings by State



Facilities Available Arena Satisfaction Ratings by State

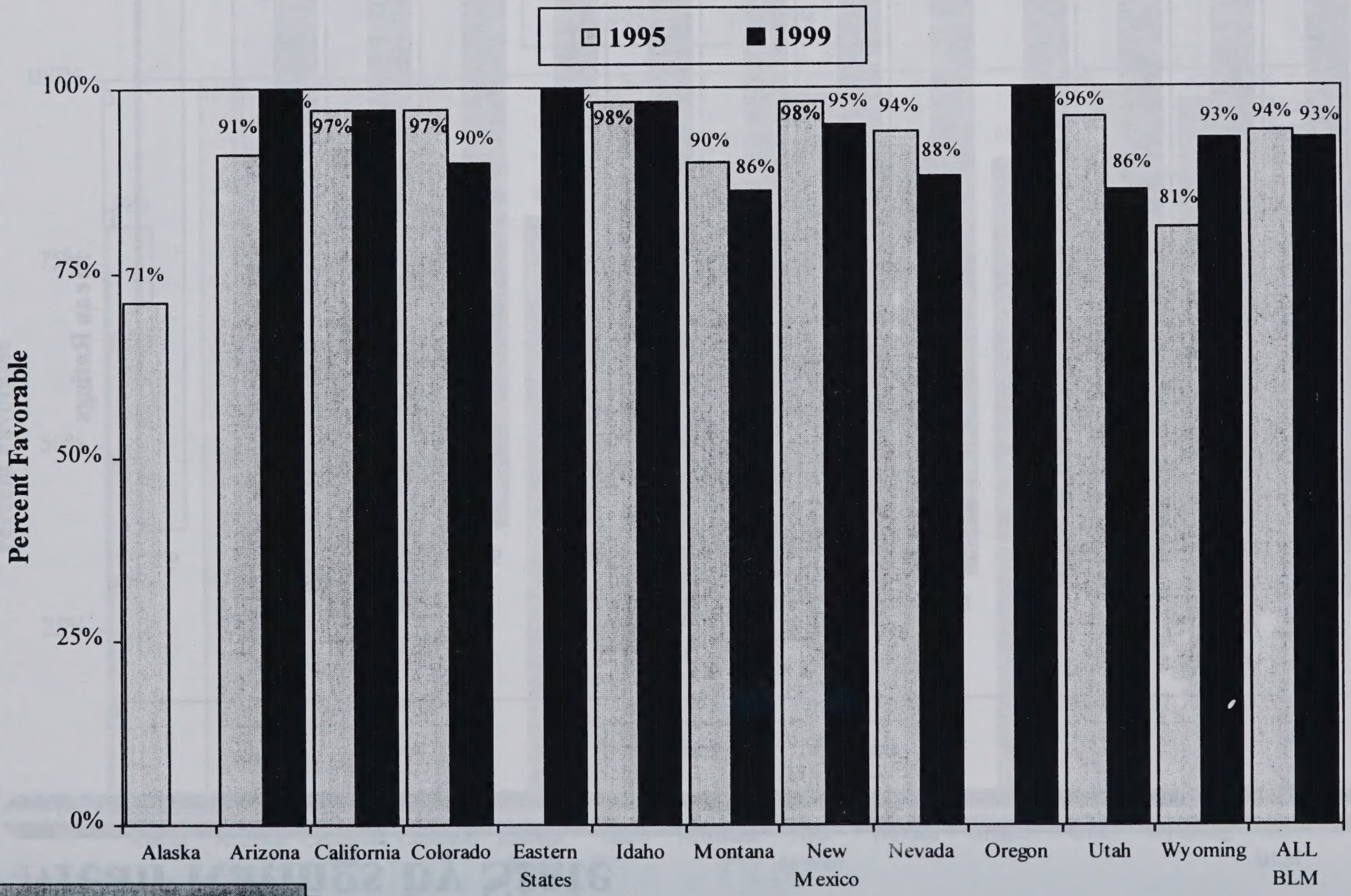


Facilities Available Arena Mean Ratings by State

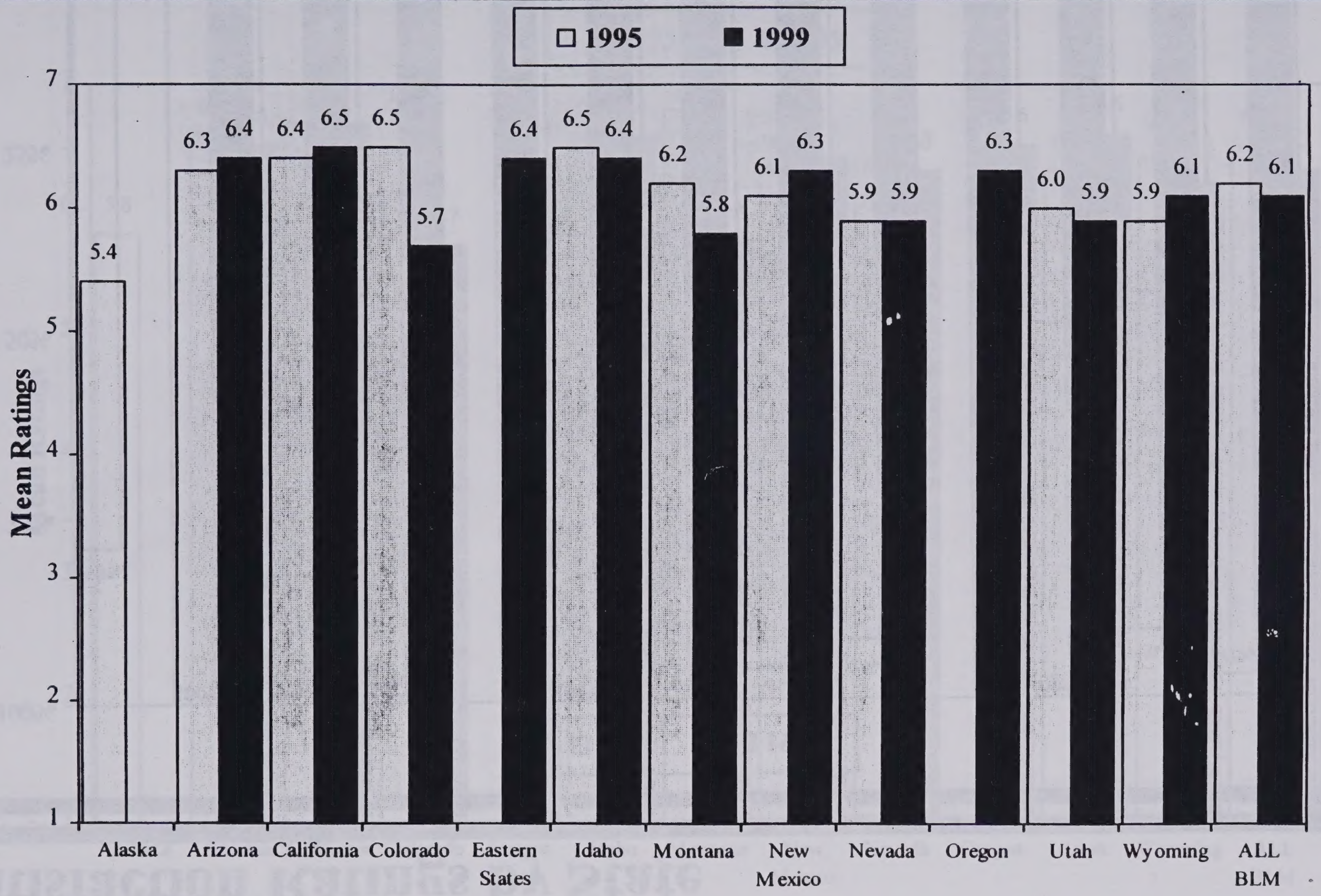


Pacific Consulting Group

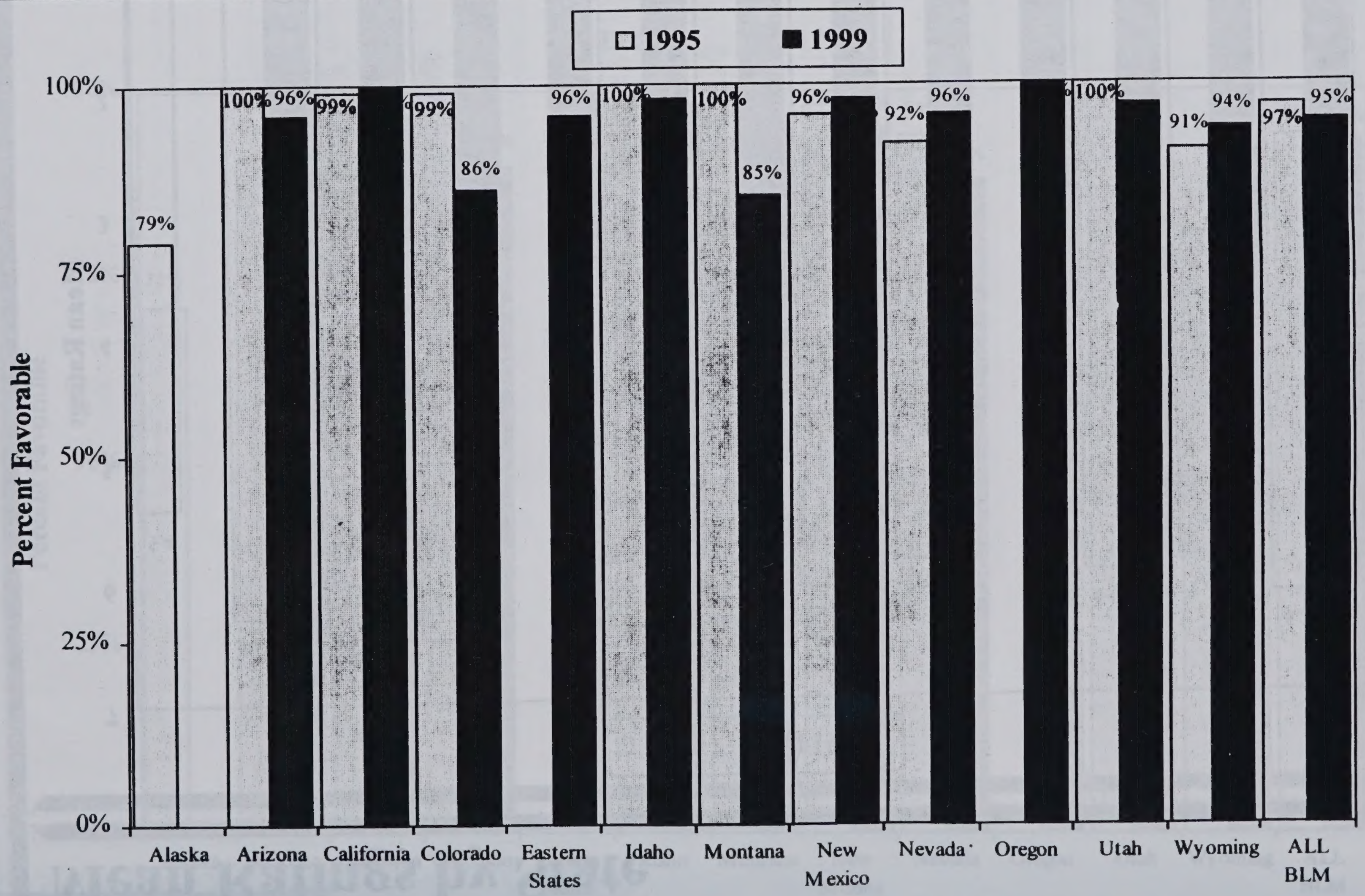
Information and Services Available Arena Satisfaction Ratings by State



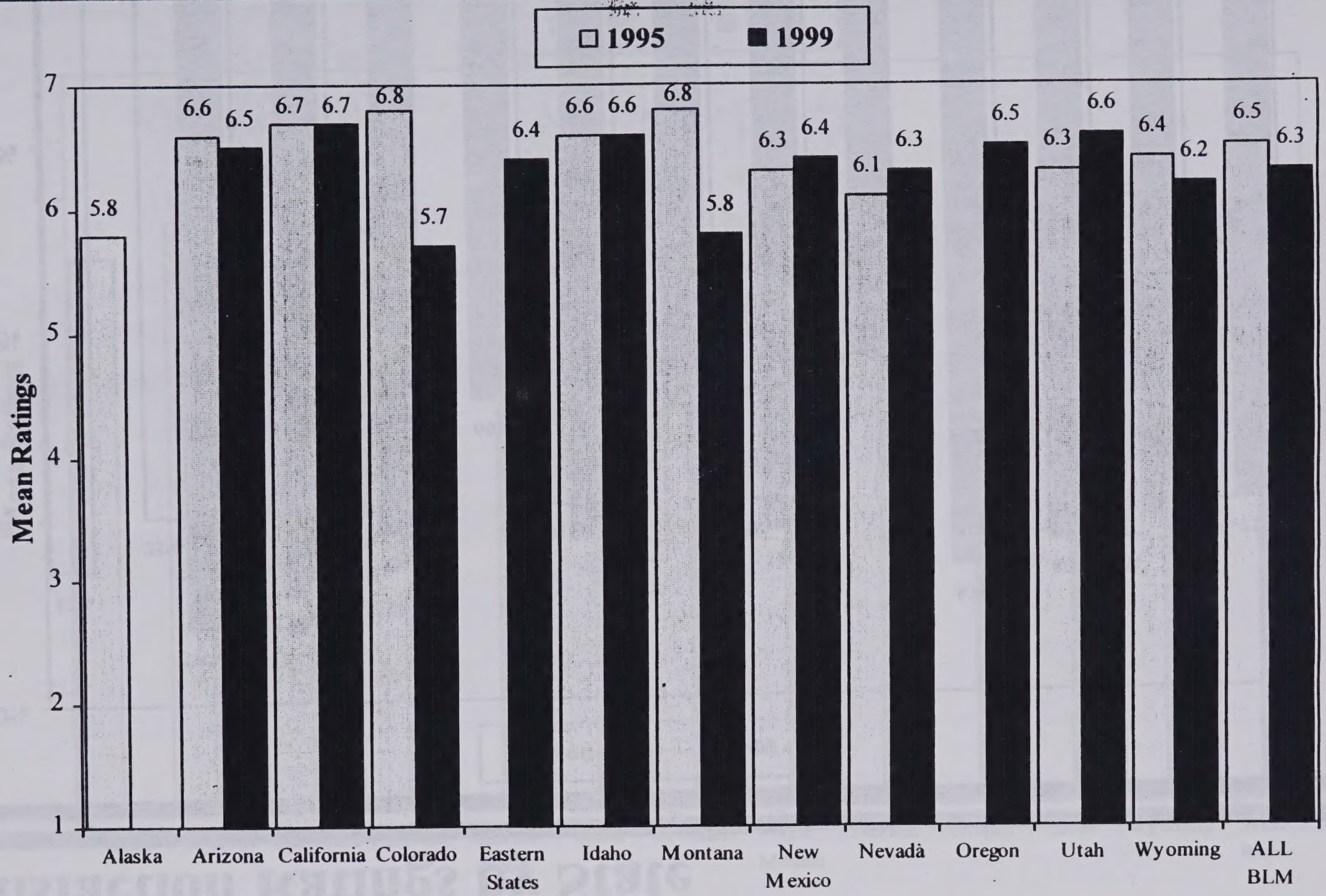
Information and Services Available Arena
Mean Ratings by State



Customer Service Arena Satisfaction Ratings by State

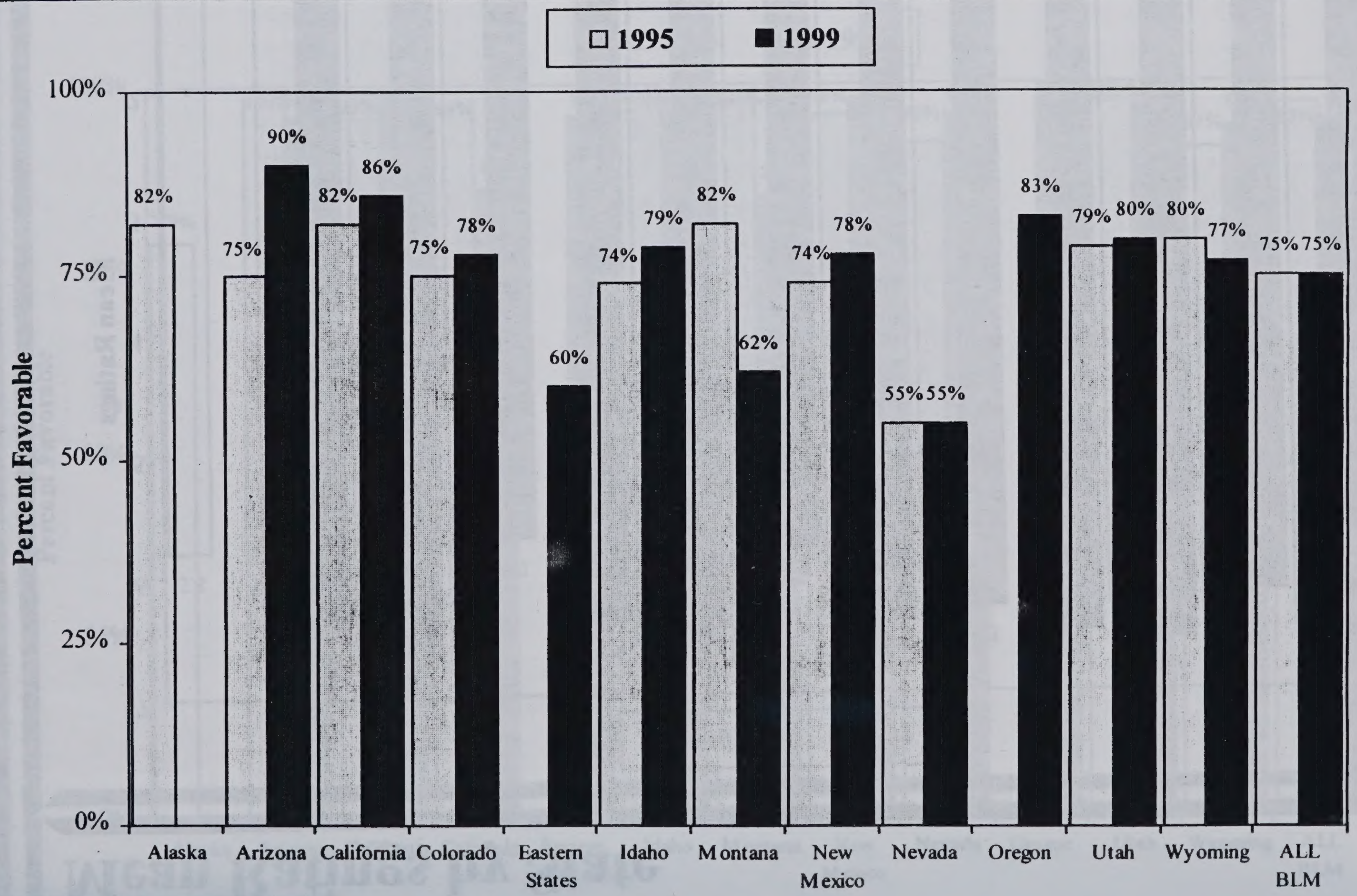


Customer Service Arena Mean Ratings by State



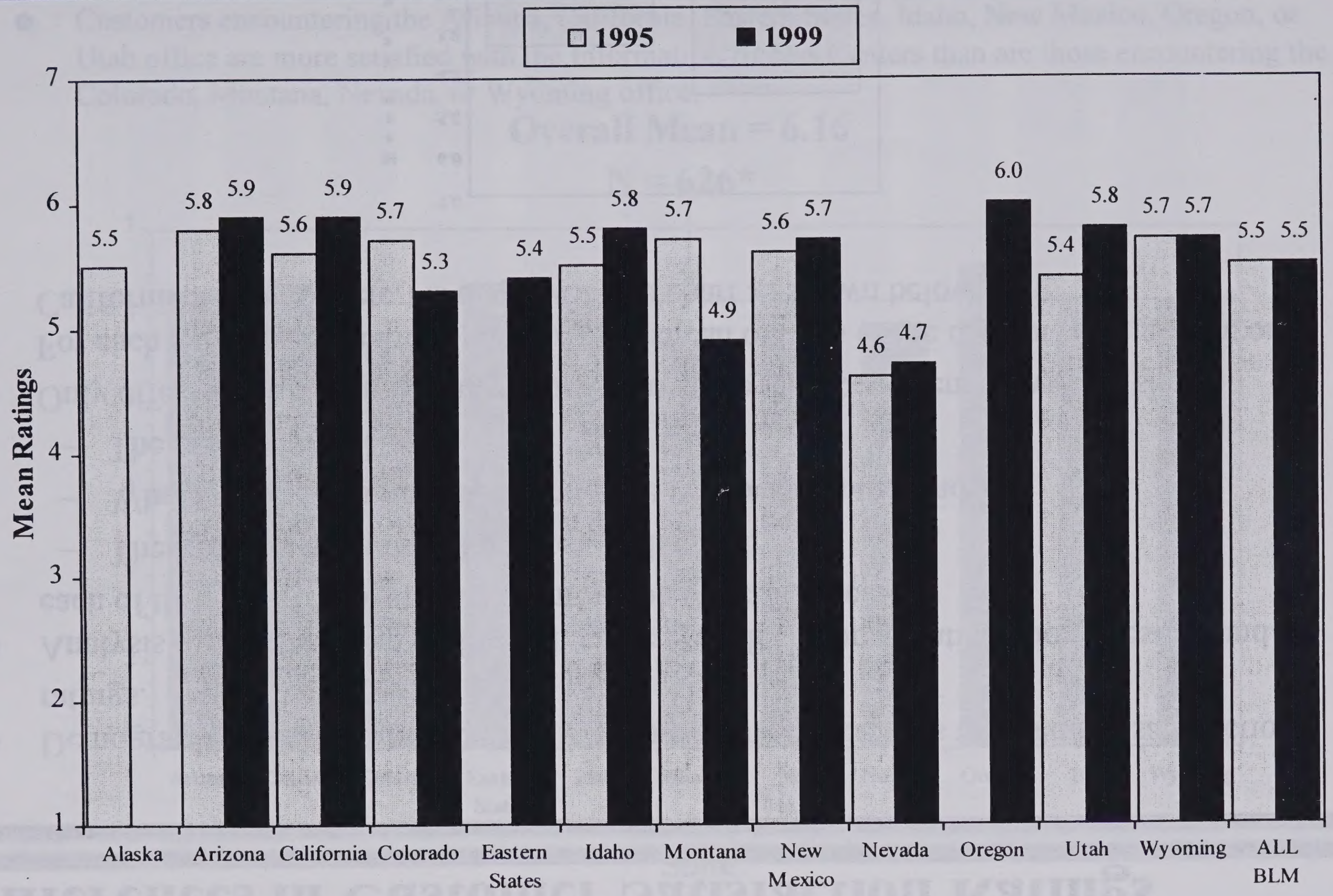
Pacific Consulting Group

Communicating with the Public Arena Satisfaction Ratings by State



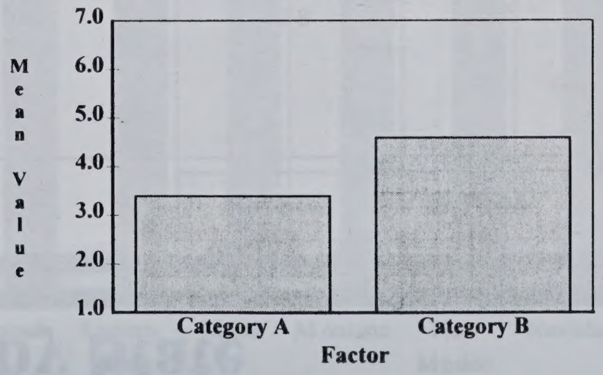
Pacific Consulting Group

Communicating with the Public Arena
Mean Ratings by State



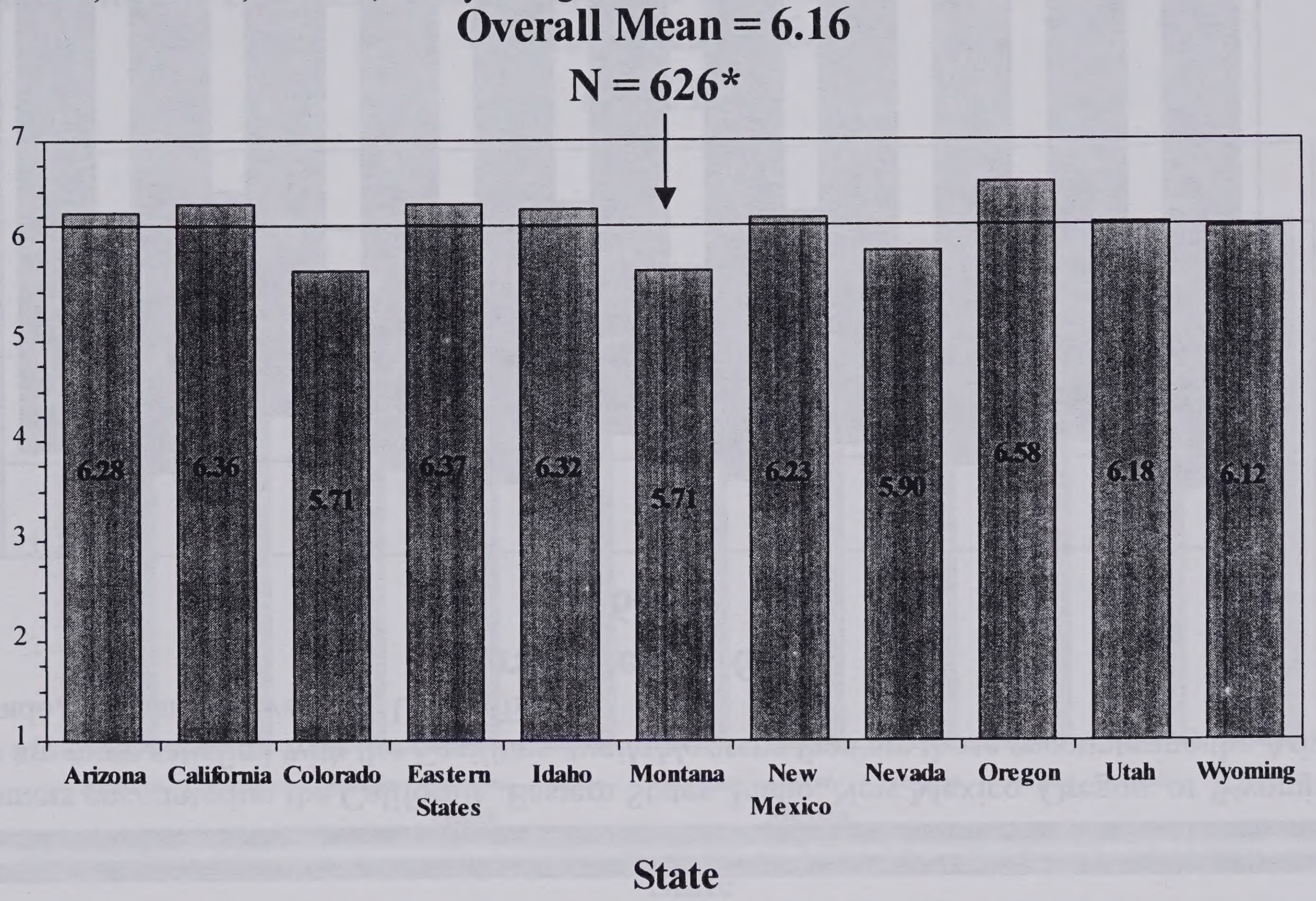
Demographic Information Is Used to Help Explain Differences in Customer Satisfaction Ratings

- Demographic information accounts for some of the differences in customer satisfaction ratings.
- Analysis of variance was performed on the overall customer satisfaction question and on each of the four service arenas. Demographic factors include:
  - The state in which the BLM site was located;
  - Whether the customer was a first-time or repeat visitor; and
  - The purpose of the visit.
- Only effects that are statistically significant at the 90% confidence level are shown.
- For each significant factor (e.g., state), the mean of each of the categories (e.g., Arizona, California, Colorado, etc.) is displayed in a chart as shown below.



Significant Differences in Overall Satisfaction Ratings

- Customers encountering the Arizona, California, Eastern States, Idaho, New Mexico, Oregon, or Utah office are more satisfied with the Information Access Centers than are those encountering the Colorado, Montana, Nevada, or Wyoming office.



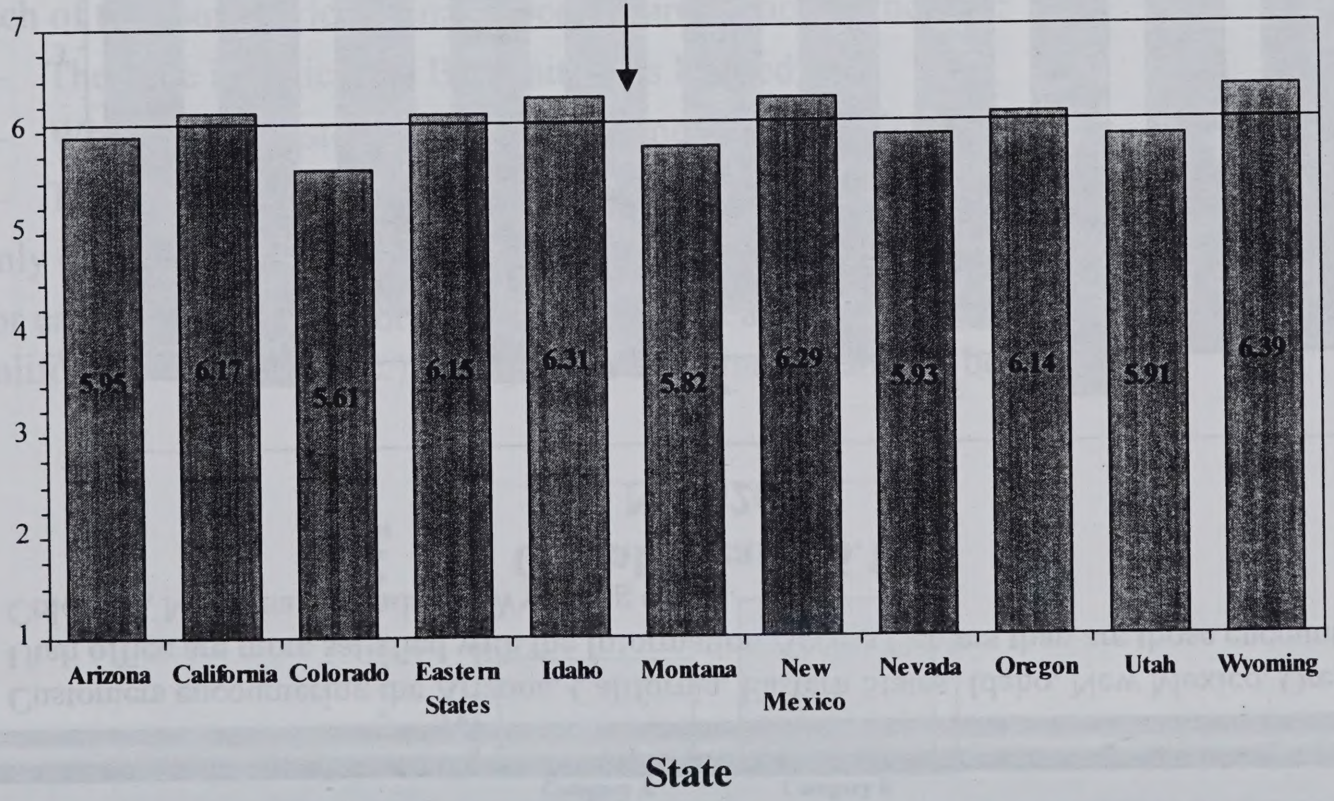
*Number of respondents who answered this question.

Significant Differences in *Facilities Available* Ratings

- Customers encountering the California, Eastern States, Idaho, New Mexico, Oregon, or Wyoming office are more satisfied with the *Facilities Available* arena than are those encountering the Arizona, Colorado, Montana, Nevada, or Utah office.

Overall Mean = 6.06

N = 640*



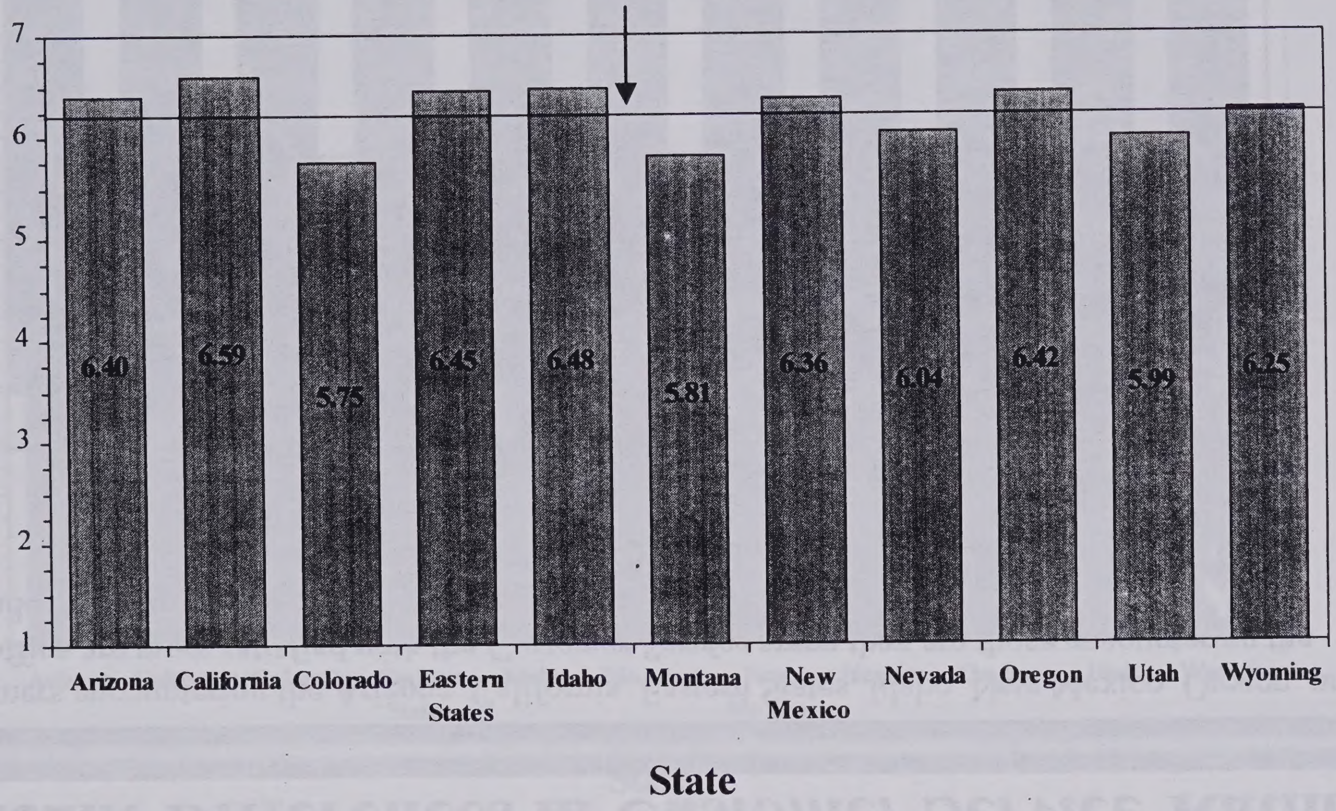
*Number of respondents who answered this question.

Significant Differences in *Information and Services Available* Ratings

- Customers encountering the Arizona, California, Eastern States, Idaho, New Mexico, Oregon, or Wyoming office are more satisfied with the *Information and Services Available* arena than are those encountering the Colorado, Montana, Nevada, or Utah office.

Overall Mean = 6.23

N = 614*



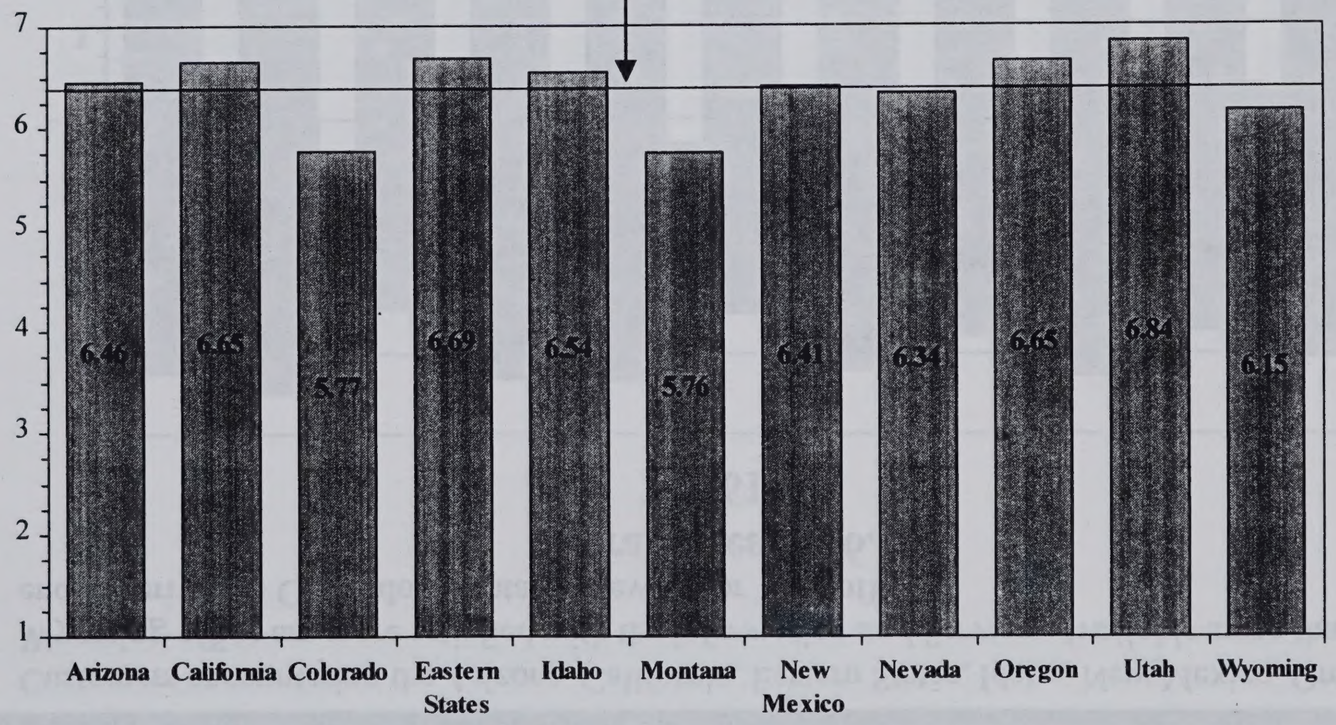
*Number of respondents who answered this question.

Significant Differences in *Customer Service* Ratings

- Customers encountering the Arizona, California, Eastern States, Idaho, New Mexico, Oregon, or Utah office are more satisfied with the *Customer Service* arena than are those encountering the Colorado, Montana, Nevada, or Wyoming office.

Overall Mean = 6.39

N = 639*



State

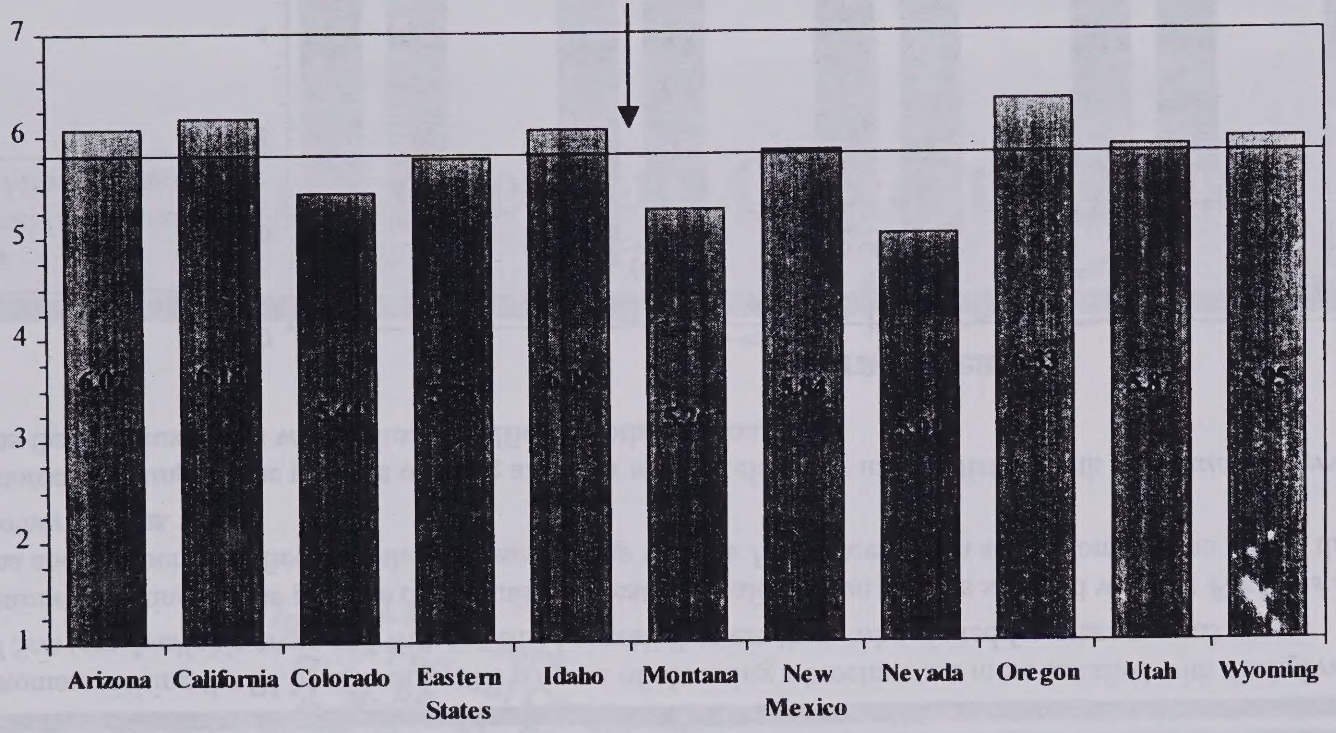
*Number of respondents who answered this question.

Significant Differences in *Communicating with the Public* Ratings

- Customers encountering the Arizona, California, Idaho, New Mexico, Oregon, Utah, or Wyoming office are more satisfied with the *Communicating with the Public* arena than are those encountering the Colorado, Eastern States, Montana, or Nevada office.

Overall Mean = 5.80

N = 531*

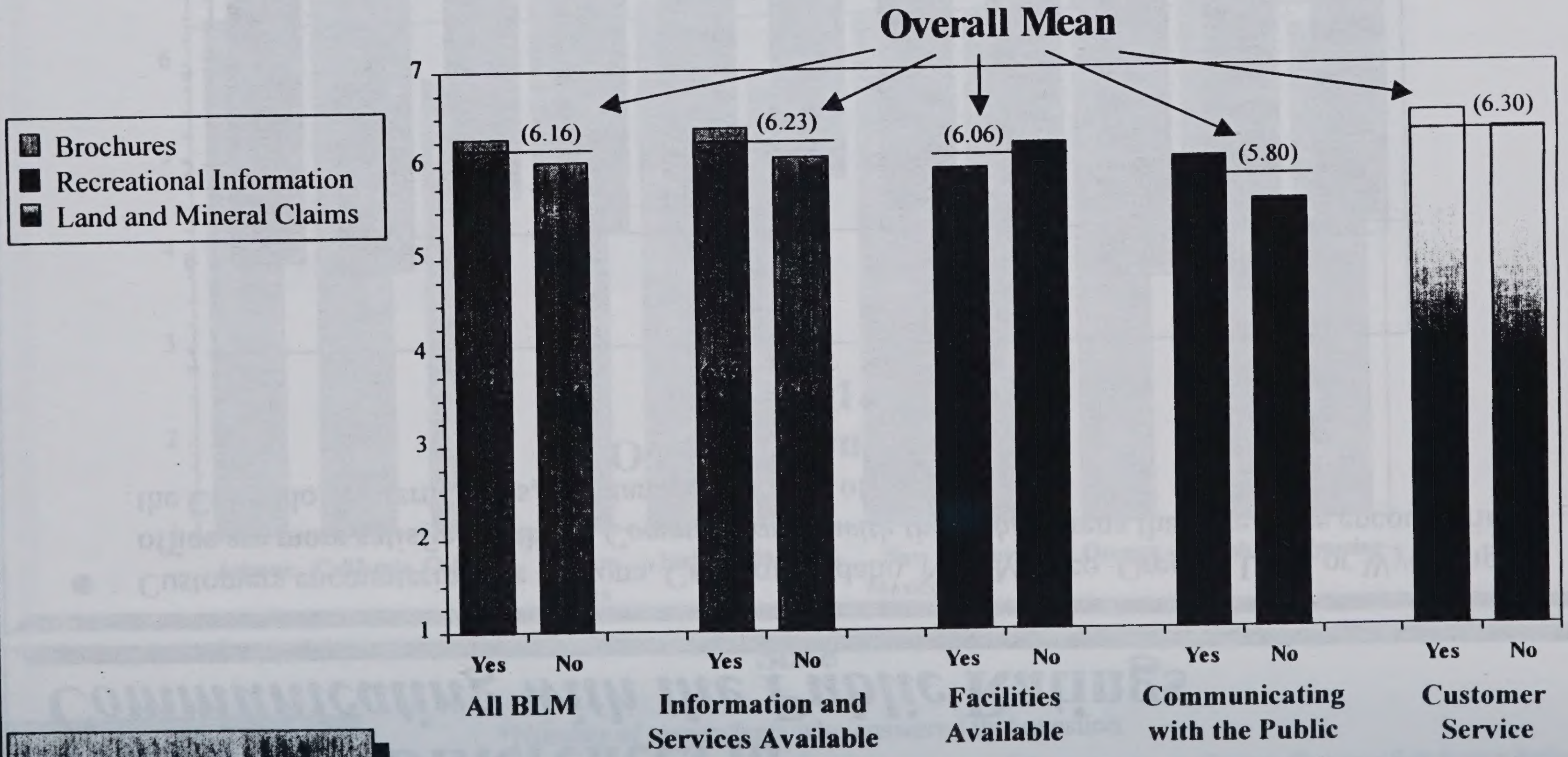


State

*Number of respondents who answered this question.

Significant Differences in Purpose of Visit Ratings

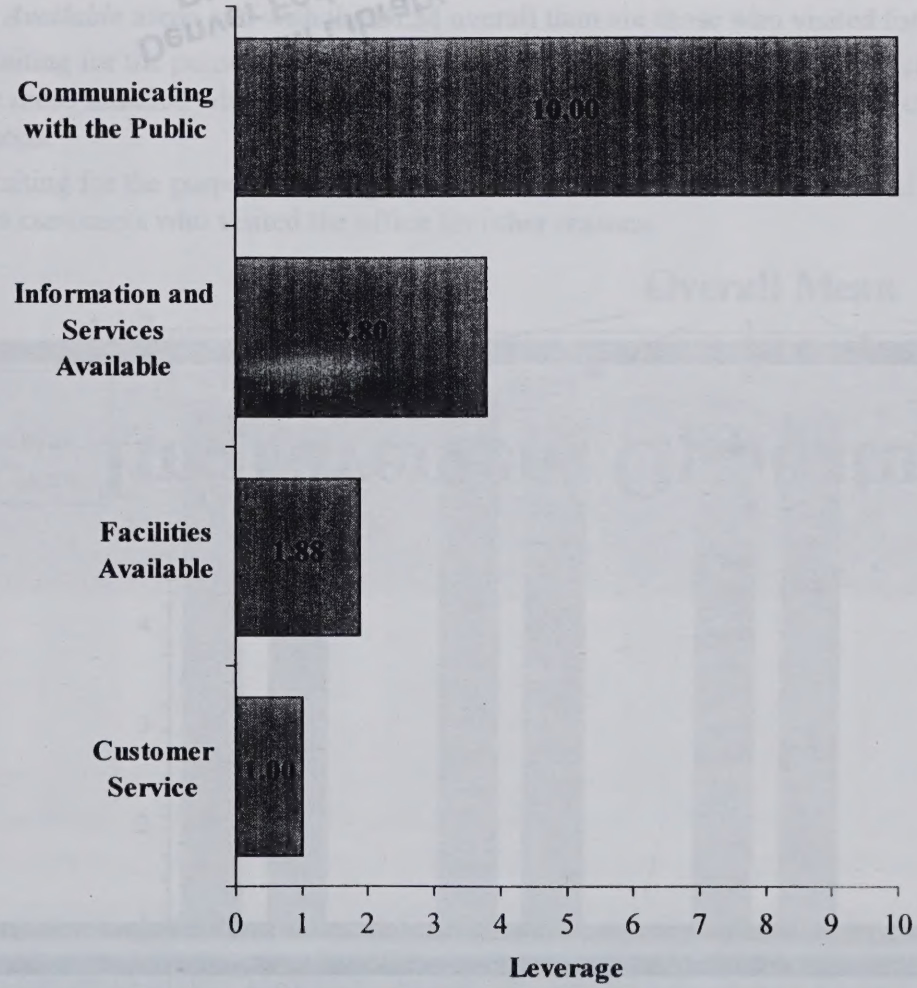
- Customers visiting the BLM offices for the purpose of obtaining a brochure are more satisfied with the *Information and Services Available* arena and with the BLM overall than are those who visited for other reasons.
- Customers visiting for the purpose of obtaining recreational information are less satisfied with the *Facilities Available* arena and are more satisfied with the *Communicating with the Public* arena than are customers who visited the office for other reasons.
- Customers visiting for the purpose of filing a land or mineral claim are more satisfied with the *Customer Service* arena than are customers who visited the office for other reasons.



Improvement Opportunities

BLM Library
Denver Federal Center
Bldg. 85, OC-521
P.O. Box 25047
Denver, CO 80225

Arena-Level Leverage



192 Comments for Overall Improvements

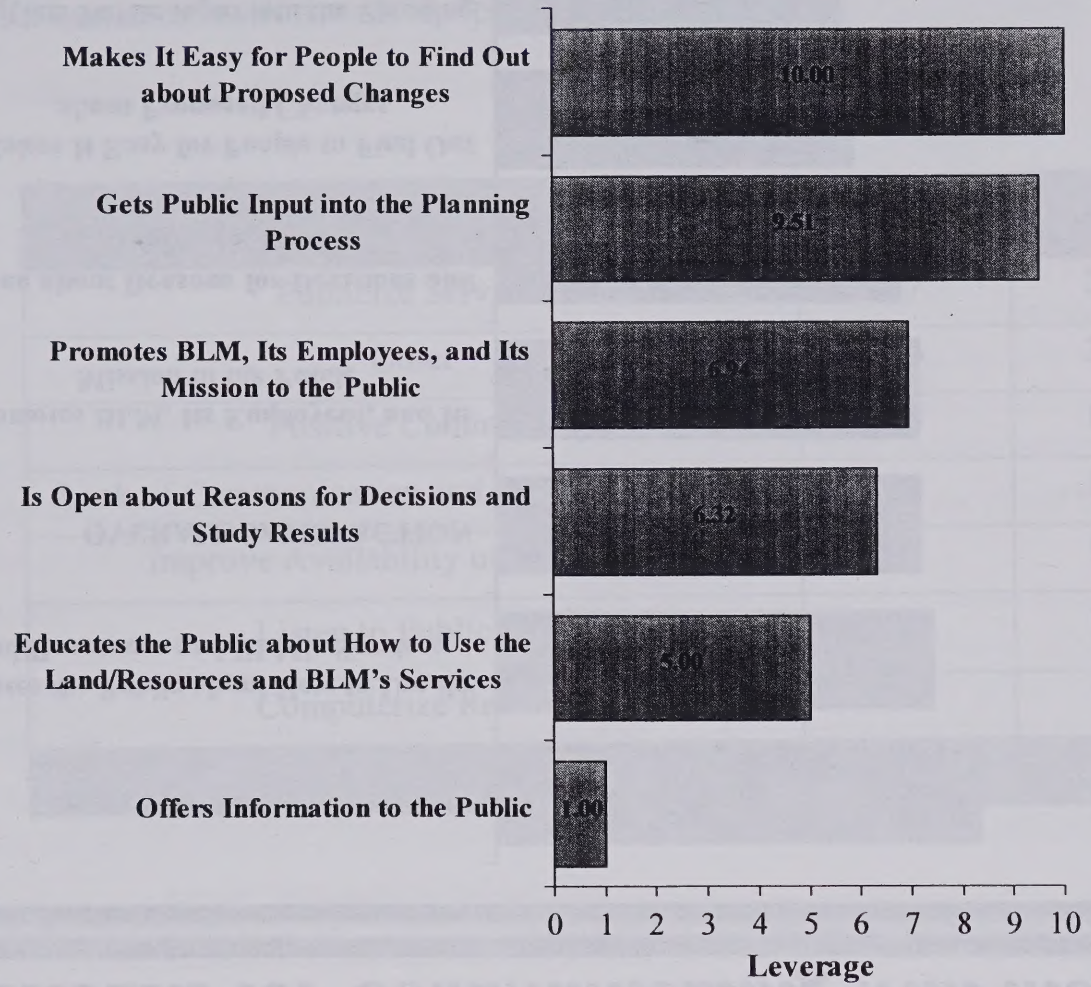
- The survey contains a question asking customers to provide suggestions for improving BLM's Information Access Center.

Suggestions for Improvement	Number of Customers	Percent of Customers
Expand Information Access	35	18.2%
Improve Facility	31	16.1%
Positive Comments	28	14.6%
Extend Hours	26	13.5%
Improve and Expand Staffing	23	12.0%
Other	15	7.8%
Make Accessing Information Easier	13	6.8%
Improve Public Relations	12	6.3%
Improve Signage	9	4.7%
TOTAL	192	100.0%

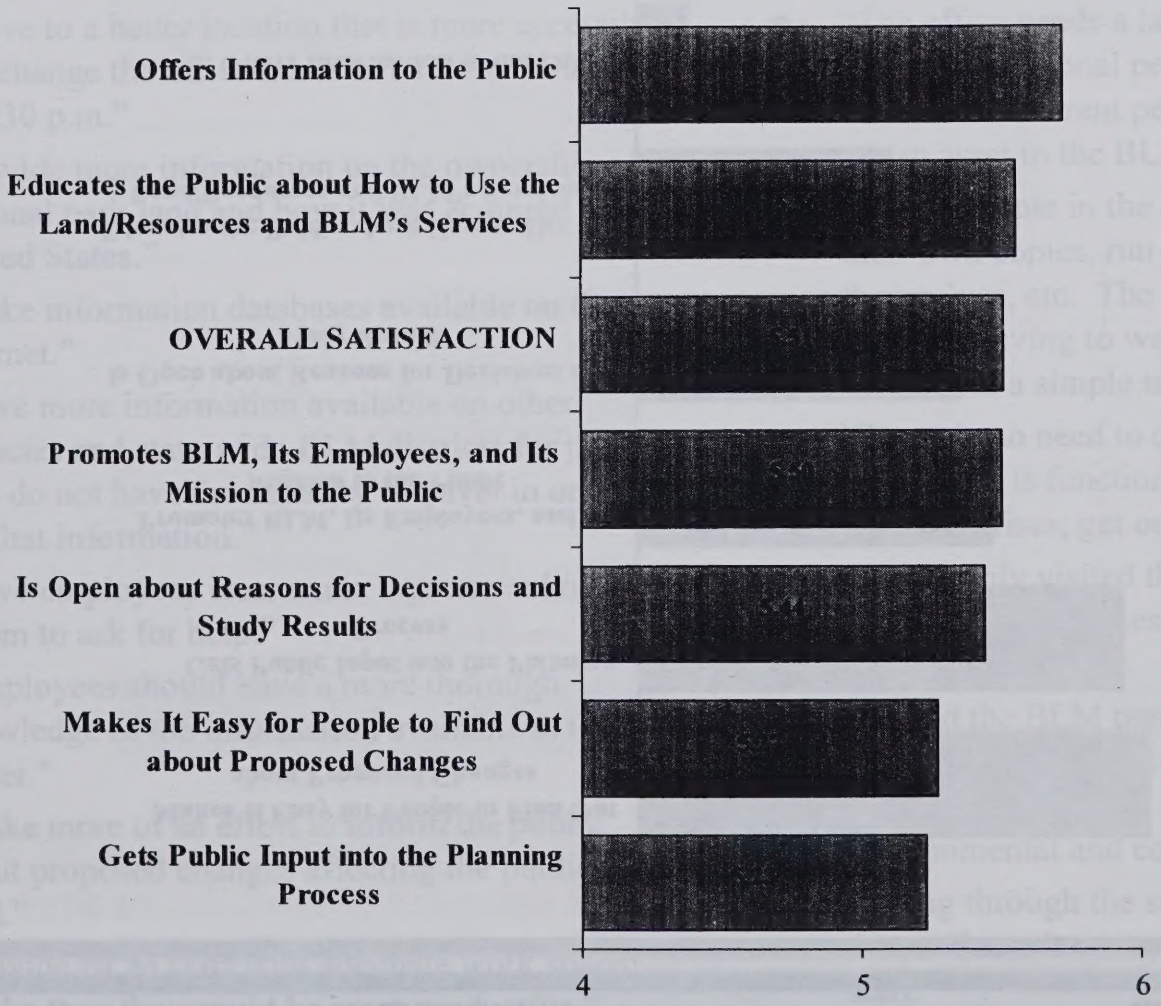
Comments from BLM Information Access Centers Customers

- "Move to a better location that is more accessible and change the office hours to be from 7:30 a.m. to 4:30 p.m."
- "Provide more information on the ownership of national park land and how it was acquired by the United States."
- "Make information databases available on the Internet."
- "Have more information available on other agencies and state-wide BLM districts for people who do not have the capacity to travel in order to get that information."
- "Have employees wear name tags so we know whom to ask for help."
- "Employees should have a more thorough knowledge of the information available at the center."
- "Make more of an effort to inform the public about proposed changes affecting the public land."
- "Provide BLM staff with adequate work space; maybe then they could be more productive."
- "The office needs a larger facility, more parking, additional personnel, and extended hours. The current personnel are experts and are an asset to the BLM."
- "Allow people in the Public Room to make their own copies, run the computers themselves, etc. The biggest logjams are the result of having to wait for a BLM employee to perform a simple task."
- "There is no need to change anything when everything is functioning smoothly. If a problem arises, get on it quickly and solve it."
- "I have only visited the center a few times, and all of my experiences have been fine. Keep up the good work."
- "Forbid the BLM personnel from having interests in, or associations with, mining companies, ranching companies, or environmental and conservation groups."
- "Going through the security is degrading to those of us who pose no threat to the BLM staff."

Communicating with the Public Leverage



Mean Results for *Communicating with the Public*



The survey used a seven-point scale, where 1 equals *Needs Major Improvement* and 7 equals *Excellent*.

76 Comments for *Communicating with the Public*

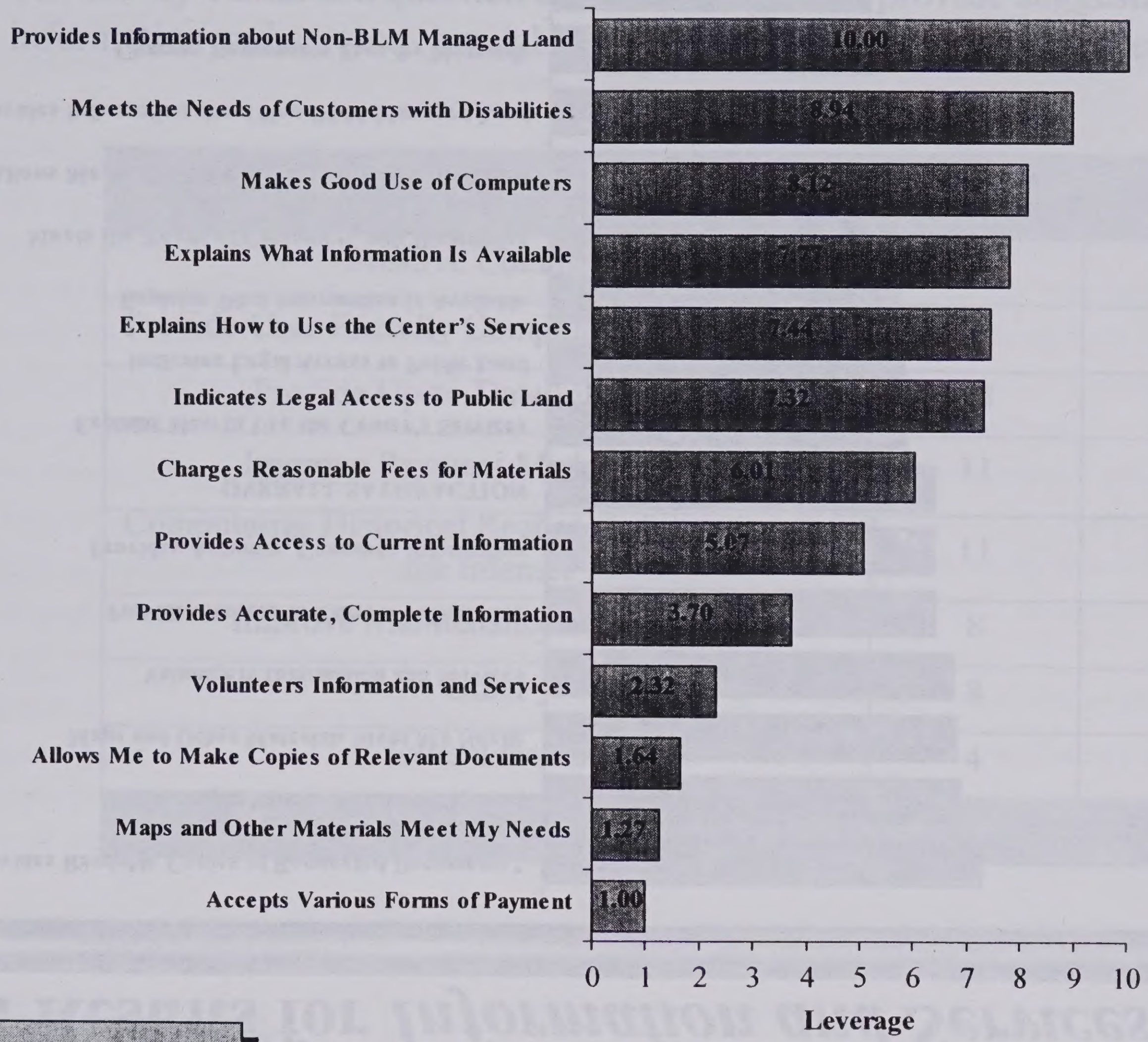
- The survey contains a question asking customers to provide suggestions for improving BLM's communication with the public.

Suggestions for Improvement	Number of Customers	Percent of Customers
Publicize Services	17	22.4%
Other	16	21.1%
Positive Comments	13	17.1%
Lack of Communication and Consistent Policies	11	14.5%
Improve Availability of Information	8	10.5%
Listen to Public Input	8	10.5%
Computerize Records	3	3.9%
TOTAL	76	100.0%

Comments for *Communicating with the Public*

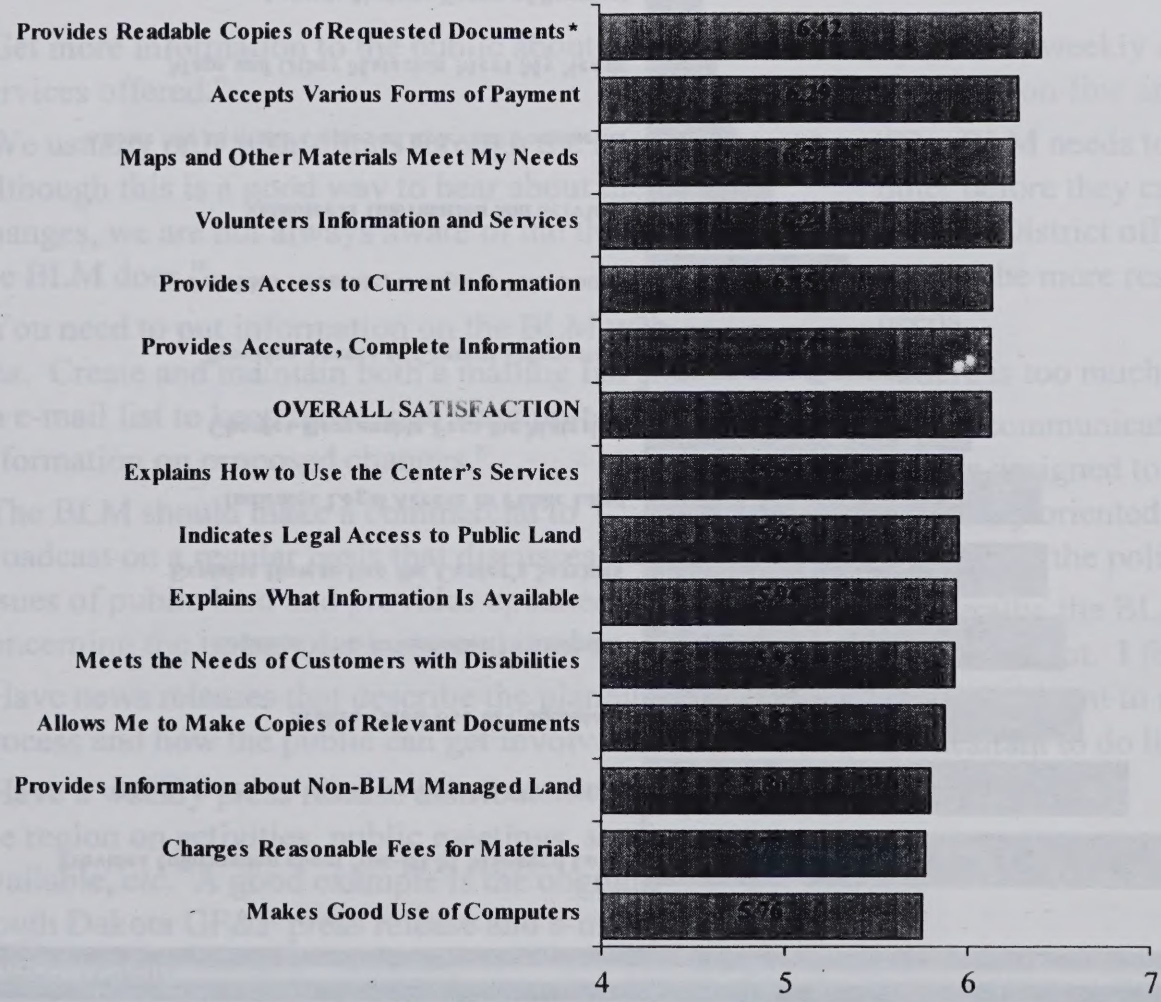
- "Get more information to the public about the services offered."
- "We usually only hear things through the media. Although this is a good way to hear about the changes, we are not always aware of the things the BLM does."
- "You need to put information on the BLM web site. Create and maintain both a mailing list and an e-mail list to keep those who want up-to-date information on proposed changes."
- "The BLM should make a commercial to broadcast on a regular basis that discusses the issues of public land and provides updates concerning the issues of mining and land use."
- "Have news releases that describe the planning process and how the public can get involved."
- "Have a weekly press release distributed within the region on activities, public meetings, services available, etc. A good example is the ongoing South Dakota GF&P press release and e-mail notice system."
- "Publish a weekly newsletter and make it available on-line and at local newsstands."
- "The BLM needs to communicate with each other before they can communicate with the public. District offices and upper management need to be more responsive to the public's needs."
- "There is too much public input."
- "BLM communications with the public are always designed to be late, elusive, and politically oriented. The employees are fine people, but the politics are atrocious."
- "Generally, the BLM's management of lands is inconsistent. I fear that the BLM is losing its commitment to multiple use. Some offices are hesitant to do little more than act as a travel bureau."

Information and Services Available Leverage



Pacific Consulting Group

Mean Results for *Information and Services Available*



*Only customers in Utah were asked to rate this question.

The survey used a seven-point scale, where 1 equals *Needs Major Improvement* and 7 equals *Excellent*.

Pacific Consulting Group

107 Comments for *Information and Services Available*

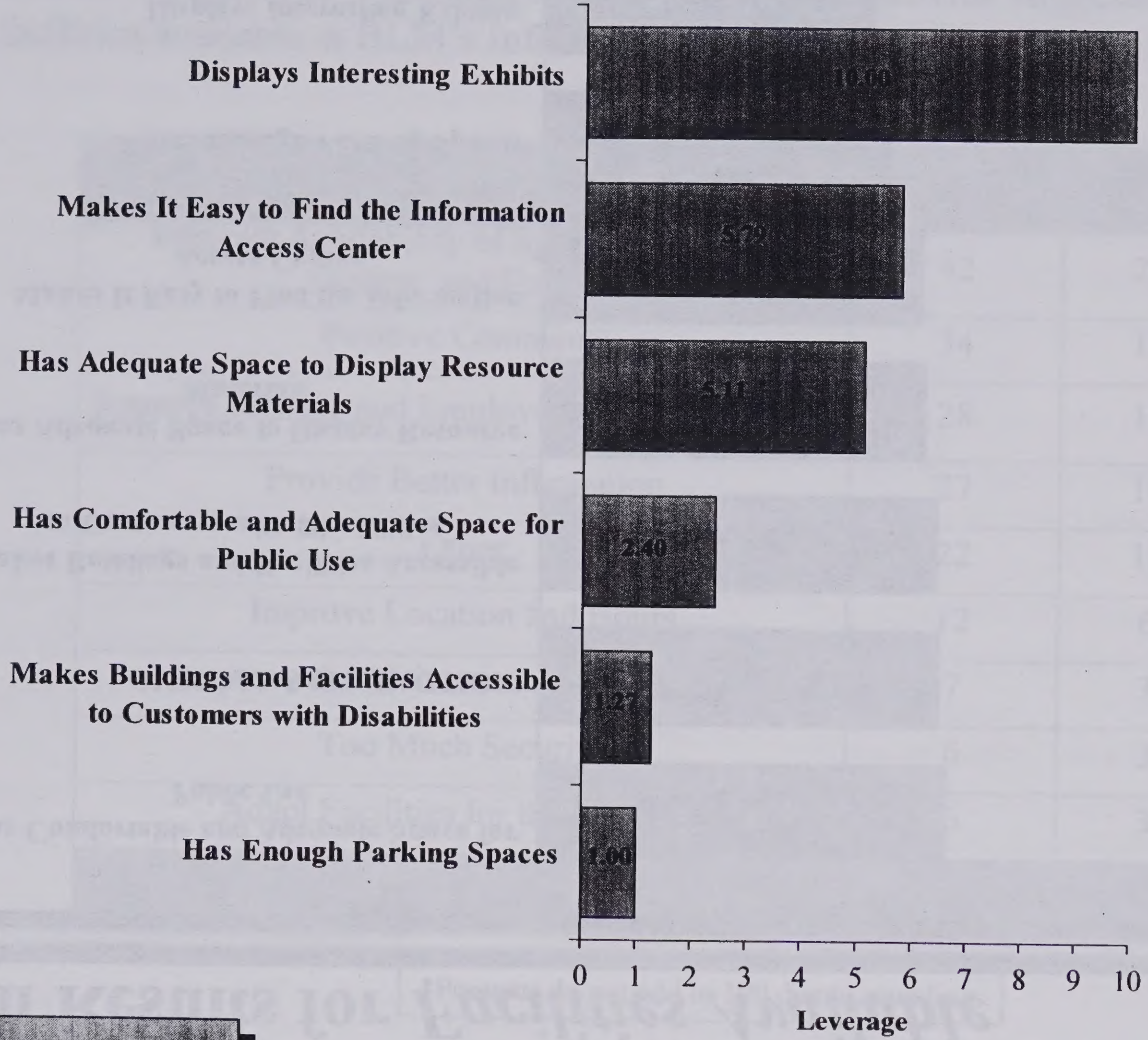
- The survey contains a question asking customers to provide suggestions for improving the information and services available at BLM's Information Access Center.

Suggestions for Improvement	Number of Customers	Percent of Customers
Positive Comments	30	28.0%
Provide User-Friendly Computers/Copier/Printers	21	19.6%
Provide Up-to-Date Information	14	13.1%
Improve Payment Methods/Costs	11	10.3%
Computerize Historical Records/Information onto the Internet	11	10.3%
Improve Maintenance of Buildings	8	7.5%
Other	8	7.5%
Extend Hours	4	3.7%
TOTAL	107	100.0%

Comments for *Information and Services Available*

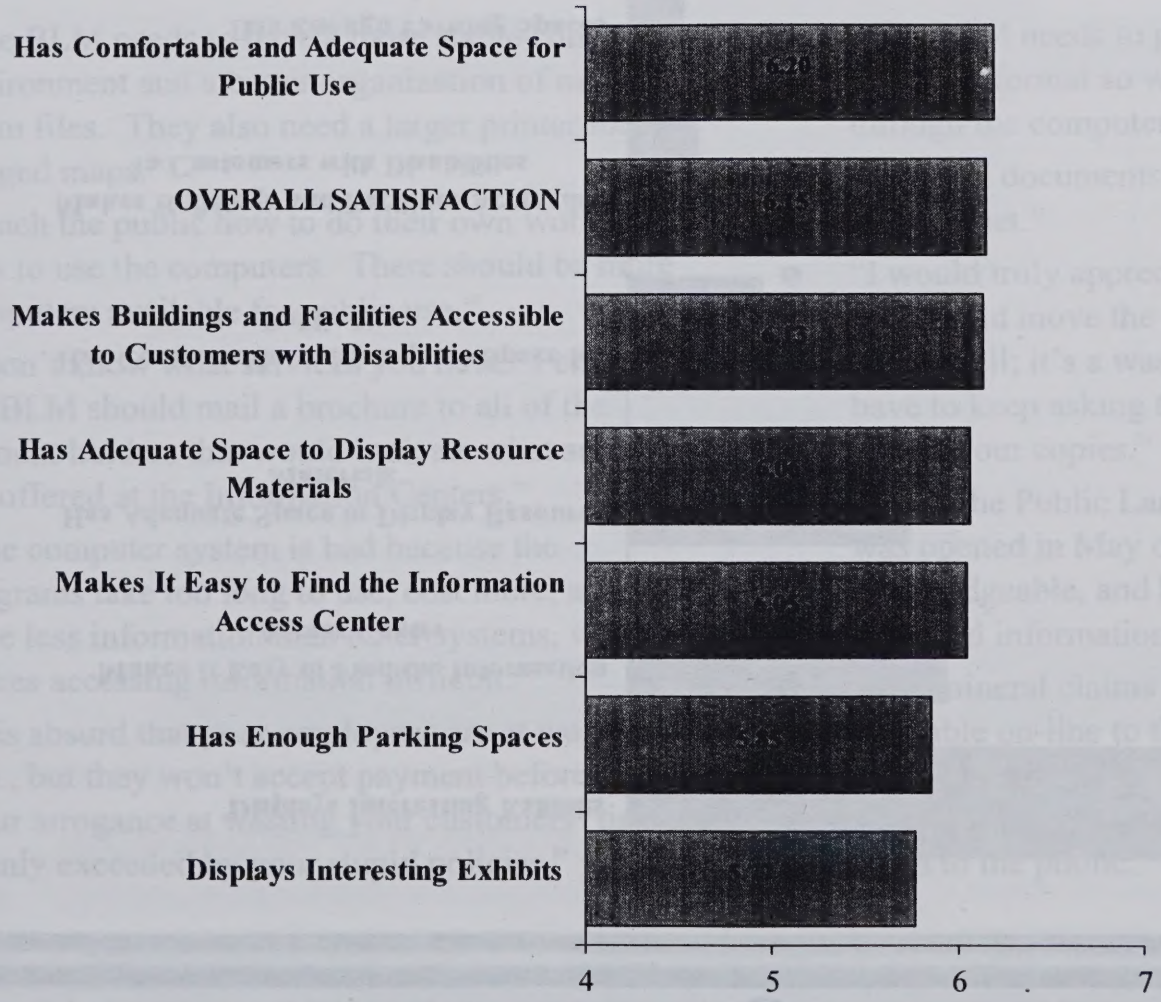
- "The BLM needs to have a more stable computer environment and a better organization of mining claim files. They also need a larger printer for imaged maps."
- "Teach the public how to do their own work and how to use the computers. There should be more computers available for public use."
- "I don't know what services you have. Perhaps the BLM should mail a brochure to all of the account holders that would indicate what services are offered at the Information Centers."
- "The computer system is bad because the programs take too long to use, cost more, and have less information than other systems, which makes accessing information difficult."
- "It is absurd that your employees are at work at 8 a.m., but they won't accept payment before 9 a.m. Your arrogance at wasting your customers' time is only exceeded by your stupid policies."
- "The BLM needs to get the historical records in digital format so we can access them through the computers and the Internet."
- "Scanned documents should be available on the Internet."
- "I would truly appreciate your consideration if you would move the printer to the public's side of the wall; it's a waste of everyone's time to have to keep asking the BLM employees to retrieve our copies."
- "Since the Public Lands Information Center was opened in May of 1998, friendly, knowledgeable, and helpful people have provided information to the public."
- "The mineral claims database should be available on-line to the public, or we should be able to print it to an ASCII file and take it with us. The BLM should provide up-to-date claim maps to the public."

Facilities Available Leverage



Pacific Consulting Group

Mean Results for *Facilities Available*



The survey used a seven-point scale, where 1 equals *Needs Major Improvement* and 7 equals *Excellent.*

Pacific Consulting Group

184 Comments for *Facilities Available*

- The survey contains a question asking customers to provide suggestions for improving the facilities available at BLM's Information Access Center.

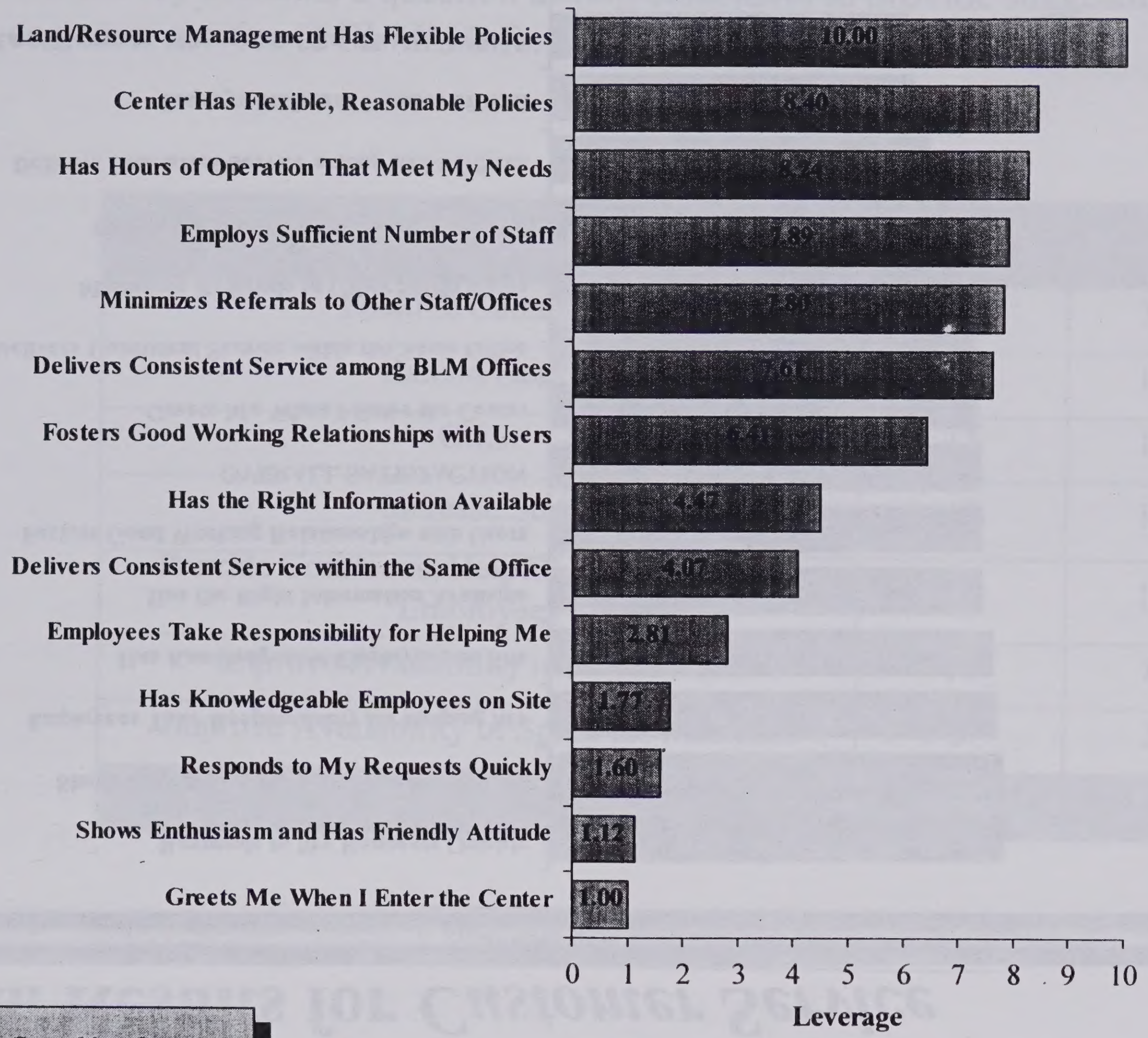
Suggestions for Improvement	Number of Customers	Percent of Customers*
Improve Availability of Space for Parking, Seating, and Exhibits	42	22.8%
Positive Comments	34	18.5%
Improve Signage and Employee Identification	28	15.2%
Provide Better Information	27	14.7%
Other	22	12.0%
Improve Location and Hours	12	6.5%
Improve the Maintenance of Buildings	7	3.8%
Too Much Security	6	3.3%
Adapt Facilities for the Disabled	6	3.3%
TOTAL	184	100.0%

*Percents do not add to 100 due to rounding.

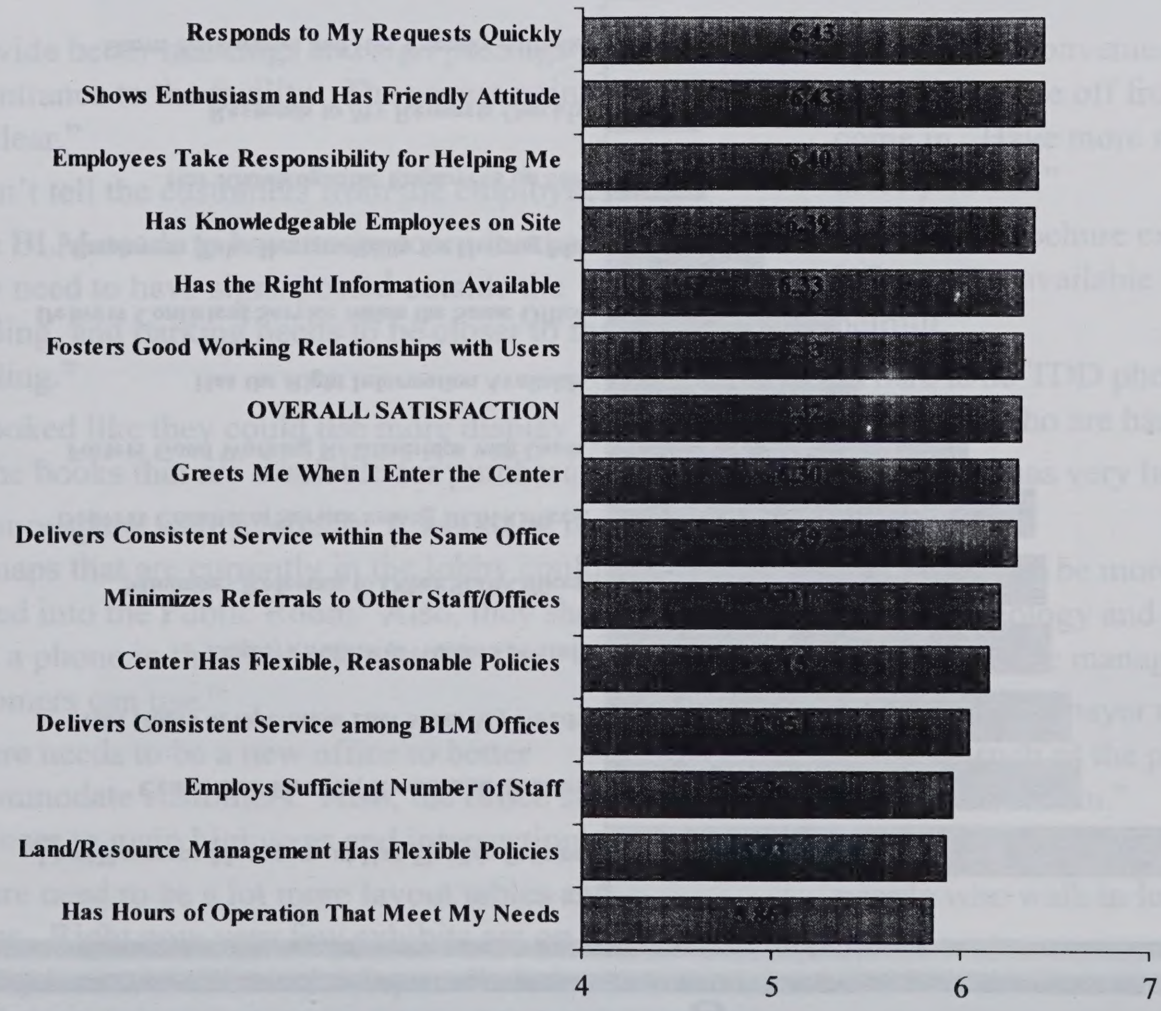
Comments for *Facilities Available*

- "Provide better markings and sign postings for the entrance to the facility. The access point was not clear."
- "I can't tell the customers from the employees."
- "The BLM needs to have more room for displays. They need to have signs posted outside the building, and parking needs to be closer to the building."
- "It looked like they could use more display space for the books that are available for purchase."
- "If more space were available, it would be nice if the maps that are currently in the lobby could be moved into the Public Room. Also, they should have a phone in the Public Room that the customers can use."
- "There needs to be a new office to better accommodate customers. Also, the office should be closer to main highways and intersections."
- "There need to be a lot more layout tables and rooms. Right now very few exhibits are on display because of the lack of space."
- "Have more convenient hours, as it is hard for me to take time off from work when I have to come in. Have more microfiche readers and more printers."
- "Having a brochure explaining the the types of information available at the office would be helpful."
- "There is no TDD phone number available for customers who are hard of hearing."
- "The BLM has very helpful employees. Thank you."
- "There should be more informative displays about archeology and the cultural aspects of native resource management on public lands."
- "Spend less taxpayer money on political agendas, such as the pamphlets promoting environmentalism."
- "Provide a couple of desks and chairs for the people who walk in looking for information."

Customer Service Leverage



Mean Results for *Customer Service*



The survey used a seven-point scale, where 1 equals *Needs Major Improvement* and 7 equals *Excellent*.

Pacific Consulting Group

119 Comments for *Customer Service*

- The survey contains a question asking customers to provide suggestions for improving customer service at BLM's Information Access Center.

Suggestions for Improvement	Number of Customers	Percent of Customers*
Positive Comments	43	36.1%
Extend Hours	23	19.3%
Other	15	12.6%
Increase Staff	13	10.9%
Provide Courteous, Helpful, Knowledgeable Employees	12	10.1%
Improve Availability of Information	10	8.4%
Improve Availability of Space for Materials	3	2.5%
TOTAL	**119**	**100.0%**

*Percents do not add to 100 due to rounding.

Comments for *Customer Service*

- "The BLM does an excellent job. Perhaps they could run a local ad or announcement through a free bulletin or a public service announcement."
- "Extend the hours that the center is open. Make sure there is someone at the front desk at all times."
- "Don't kick us out of the Public Room at 3:30 p.m. Longer hours of operation would be a big help. The time that the center closes seems to fluctuate, which makes it difficult for me to plan my time. The number of employees seems okay, except that only one person can make OG Plats."
- "It would be helpful to have the Public Room open for more hours during the day. Open at 8 a.m. and close at 5 p.m."
- "Provide longer hours in the Public Room. We should never have to wait more than thirty minutes for copies of Plats. We've all spent days where a good three hours was spent simply waiting for a Plat. If you would let us print our own, that wouldn't happen."
- "The office needs more staff to assist customers calling and coming in to BLM."
- "If you are open at 8 a.m., then you should be able to accept payments at that time -- it's a very stupid policy. The BLM continually forgets who the customer really is, the American taxpayer."
- "The one complaint I have is the new policy concerning not stamping a copy of the assessment right away when I bring them to the office. I spent time and money making copies, and it's a waste of BLM's time and money to make copies and mail them to me when I already have them."
- "Be as professional as possible. Stick to the regulations and the law, and don't abuse the authority."
- "The office is understaffed. The quality and accuracy of materials suffers when you only have temps because they don't have the experience and don't care about the job."

Appendix A:
Information Access Centers Questionnaire

Appendix B: Distributions by State for Each Question

Distributions by State for Each Question in the *Facilities Available* Arena

Has Comfortable and Adequate Space for Public Use	1 - 4	4.3%	3.9%	20.0%	14.8%	4.9%	4.0%	6.1%	8.9%	0.0%	24.2%	1.2%	8.4%
	Favorable	95.7%	96.1%	80.0%	85.2%	95.1%	96.0%	93.9%	91.1%	100.0%	75.8%	98.8%	91.6%
Has Adequate Space to Display Resource Materials	1 - 4	4.3%	3.9%	21.9%	22.2%	5.9%	8.3%	8.6%	15.0%	12.5%	33.3%	3.8%	11.8%
	Favorable	95.7%	96.1%	78.1%	77.8%	94.1%	91.7%	91.4%	85.0%	87.5%	66.7%	96.3%	88.2%
Displays Interesting Exhibits	1 - 4	8.7%	7.8%	26.2%	18.5%	9.3%	40.0%	15.5%	29.8%	12.5%	25.0%	16.3%	18.2%
	Favorable	91.3%	92.2%	73.8%	81.5%	90.7%	60.0%	84.5%	70.2%	87.5%	75.0%	83.8%	81.8%
Makes It Easy to Find the Information Access Center	1 - 4	13.6%	14.6%	12.6%	18.5%	1.9%	26.1%	6.3%	13.1%	0.0%	21.9%	7.3%	10.9%
	Favorable	86.4%	85.4%	87.4%	81.5%	98.1%	73.9%	93.8%	86.9%	100.0%	78.1%	92.7%	89.1%
Makes Buildings and Facilities Accessible to Customers with Disabilities	1 - 4	16.7%	11.0%	16.0%	15.4%	3.2%	9.5%	8.5%	12.5%	0.0%	23.8%	5.5%	10.4%
	Favorable	83.3%	89.0%	84.0%	84.6%	96.8%	90.5%	91.5%	87.5%	100.0%	76.2%	94.5%	89.6%
Has Enough Parking Spaces	1 - 4	31.8%	25.3%	21.0%	52.0%	21.8%	12.0%	12.8%	12.5%	0.0%	18.8%	4.8%	18.2%
	Favorable	68.2%	74.7%	79.0%	48.0%	78.2%	88.0%	87.2%	87.5%	100.0%	81.3%	95.2%	81.8%
OVERALL SATISFACTION	1 - 4	8.7%	5.0%	17.1%	18.5%	4.0%	12.0%	3.1%	9.1%	12.5%	3.0%	3.6%	7.7%
	Favorable	91.3%	95.0%	82.9%	81.5%	96.0%	88.0%	96.9%	90.9%	87.5%	97.0%	96.4%	92.3%

*Favorable ratings are those that were scored a 5, 6, or 7 on a 1 to 7 satisfaction scale.

**Eastern States

Distributions by State for Each Question in the *Information and Services Available* Arena

Explains What Information Is Available	1 - 4	9.1%	9.8%	13.3%	18.5%	2.0%	26.9%	10.3%	22.7%	0.0%	N/A	6.2%	11.6%
	Favorable	90.9%	90.2%	86.7%	81.5%	98.0%	73.1%	89.7%	77.3%	100.0%	N/A	93.8%	88.4%
[illegible]	1 - 4	[illegible]	8.8%	[illegible]	14.8%	8.0%	[illegible]	[illegible]	[illegible]	[illegible]	6.9%	11.0%	12.1%
	[illegible]	[illegible]	[illegible]	[illegible]	85.2%	92.0%	[illegible]	[illegible]	[illegible]	[illegible]	93.1%	89.0%	[illegible]
Provices Accurate, Complete Information	1 - 4	0.0%	5.9%	11.4%	7.4%	5.9%	28.6%	5.2%	16.8%	0.0%	6.5%	15.5%	10.0%
	Favorable	100.0%	94.1%	88.6%	92.6%	94.1%	71.4%	94.8%	83.2%	100.0%	93.5%	84.5%	90.0%
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	10.7%	4.0%	[illegible]	[illegible]	[illegible]	[illegible]	N/A	[illegible]	[illegible]
	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	N/A	[illegible]	[illegible]
Provides Access to Current Information	1 - 4	0.0%	5.9%	13.3%	7.4%	4.3%	17.9%	3.2%	14.1%	0.0%	N/A	11.0%	8.5%
	Favorable	100.0%	94.1%	86.7%	92.6%	95.7%	82.1%	96.8%	85.9%	100.0%	N/A	89.0%	91.5%
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	20.0%	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	18.8%	[illegible]	14.3%
	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Makes Good Use of Computers	1 - 4	14.3%	8.9%	20.6%	19.0%	11.5%	38.1%	23.5%	26.5%	0.0%	25.0%	26.0%	19.5%
	Favorable	85.7%	91.1%	79.4%	81.0%	88.5%	61.9%	76.5%	73.5%	100.0%	75.0%	74.0%	80.5%
Maps and Other Materials [illegible]	1 - 4	[illegible]	[illegible]	[illegible]	12.0%	2.0%	[illegible]	[illegible]	[illegible]	0.0%	N/A	6.2%	6.8%
	[illegible]	[illegible]	[illegible]	[illegible]	88.0%	98.0%	[illegible]	[illegible]	[illegible]	100.0%	N/A	93.8%	93.2%
Allows Me to Make Copies of Relevant Documents	1 - 4	15.0%	5.6%	20.2%	26.3%	11.7%	38.9%	19.4%	8.5%	0.0%	N/A	32.4%	16.7%
	Favorable	85.0%	94.4%	79.8%	73.7%	88.3%	61.1%	80.6%	91.5%	100.0%	N/A	67.6%	83.3%
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	22.7%	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	3.8%	[illegible]	[illegible]
	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Accepts Various Forms of Payment	1 - 4	4.5%	3.1%	16.5%	10.5%	3.2%	7.1%	3.8%	4.3%	0.0%	N/A	3.7%	6.1%
	Favorable	95.5%	96.9%	83.5%	89.5%	96.8%	92.9%	96.2%	95.7%	100.0%	N/A	96.3%	93.9%
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	20.0%	[illegible]	[illegible]	[illegible]	[illegible]	0.0%	40.0%	23.1%	17.5%
	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Meets the Needs of Customers with Disabilities	1 - 4	0.0%	3.8%	16.8%	16.7%	7.5%	28.6%	14.5%	29.7%	12.5%	33.3%	15.8%	15.0%
	Favorable	100.0%	96.2%	83.2%	83.3%	92.5%	71.4%	85.5%	70.3%	87.5%	66.7%	84.2%	85.0%
[illegible]	[illegible]	[illegible]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4.2%	N/A	4.2%
	[illegible]	[illegible]	[illegible]	N/A	N/A	N/A	[illegible]	[illegible]	[illegible]	N/A	95.8%	N/A	95.8%
OVERALL SATISFACTION	1 - 4	0.0%	3.1%	9.8%	0.0%	2.1%	13.8%	4.8%	11.7%	0.0%	13.8%	7.4%	6.6%
	Favorable	100.0%	96.9%	90.2%	100.0%	97.9%	86.2%	95.2%	88.3%	100.0%	86.2%	92.6%	93.4%

**Only customers in Utah were asked to rate this question.

*Favorable ratings are those that were scored a 5, 6, or 7 on a 1 to 7 satisfaction scale.

Pacific Consulting Group

Distributions by State for Each Question in the *Customer Service* Arena

Greets Me When I Enter the Center	1 - 4	13.0%	4.9%	13.3%	3.7%	1.0%	19.2%	12.5%	7.1%	12.5%	0.0%	5.0%	8.0%
	Favorable	87.0%	95.1%	86.7%	96.3%	99.0%	80.8%	87.5%	92.9%	87.5%	0.0%	95.0%	9.2%
Responds to My Requests Quickly	1 - 4	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
	Favorable	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Has Knowledgable Employees on Site	1 - 4	4.3%	1.0%	10.4%	11.1%	1.0%	20.0%	0.0%	6.2%	0.0%	3.2%	6.0%	5.0%
	Favorable	95.7%	99.0%	89.6%	88.9%	99.0%	80.0%	100.0%	93.8%	100.0%	96.8%	94.0%	95.0%
Has the Right Information Available	1 - 4	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
	Favorable	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Delivers Consistent Service within the Same Office	1 - 4	4.3%	4.0%	11.7%	4.3%	5.6%	20.7%	5.8%	10.9%	0.0%	0.0%	7.7%	7.6%
	Favorable	95.7%	96.0%	88.3%	95.7%	94.4%	79.3%	94.2%	89.1%	100.0%	100.0%	92.3%	92.4%
Delivers Consistent Service [illegible]	1 - 4	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
	Favorable	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Shows Enthusiasm and Has Friendly Attitude	1 - 4	4.3%	2.0%	8.5%	3.7%	1.0%	12.1%	4.3%	3.2%	0.0%	0.0%	7.1%	4.5%
	Favorable	95.7%	98.0%	91.5%	96.3%	99.0%	87.9%	95.7%	96.8%	100.0%	100.0%	92.9%	95.5%
Employs Sufficient Number of Staff	1 - 4	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
	Favorable	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Minimizes Referrals to Other Staff/Offices	1 - 4	4.5%	3.3%	10.9%	13.6%	2.4%	23.1%	5.1%	6.6%	0.0%	8.7%	12.2%	7.6%
	Favorable	95.5%	96.7%	89.1%	86.4%	97.6%	76.9%	94.9%	93.4%	100.0%	91.3%	87.8%	92.4%
[illegible]	1 - 4	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
	Favorable	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Employees Take Responsibility for Helping Me	1 - 4	4.5%	3.0%	12.4%	3.7%	1.1%	17.2%	2.2%	5.4%	0.0%	3.6%	10.0%	5.9%
	Favorable	95.5%	97.0%	87.6%	96.3%	98.9%	82.8%	97.8%	94.6%	100.0%	96.4%	90.0%	94.1%
Center Has Flexible [illegible]	1 - 4	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
	Favorable	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Land/Resource Management Has Flexible Policies	1 - 4	13.6%	5.3%	28.1%	4.8%	6.8%	31.8%	11.3%	23.0%	0.0%	0.0%	18.6%	15.7%
	Favorable	86.4%	94.7%	71.9%	95.2%	93.2%	68.2%	88.8%	77.0%	100.0%	0.0%	81.4%	84.3%
Has Hours of Operation That Meet My Needs	1 - 4	13.0%	8.3%	38.5%	8.3%	12.1%	25.9%	11.1%	21.1%	12.5%	10.3%	22.5%	18.4%
	Favorable	87.0%	91.7%	61.5%	91.7%	87.9%	74.1%	88.9%	78.9%	87.5%	89.7%	77.5%	81.6%
OVERALL SATISFACTION	1 - 4	4.3%	0.0%	14.2%	3.7%	2.2%	15.2%	2.2%	4.2%	0.0%	3.3%	6.2%	5.2%
	Favorable	95.7%	100.0%	85.8%	96.3%	97.8%	84.8%	97.8%	95.8%	100.0%	96.7%	93.8%	94.8%

Pacific Consulting Group

*Favorable ratings are those that were scored a 5, 6, or 7 on a 1 to 7 satisfaction scale.

Distributions by State for Each Question in the *Communicating with the Public* Arena

Is Open about Reasons for Decisions and Study Results	1 - 4 Favorable	13.6% 86.4%	15.9% 84.1%	21.6% 78.4%	26.1% 73.9%	25.0% 75.0%	37.0% 63.0%	22.6% 77.4%	48.7% 51.3%	14.3% 85.7%	18.2% 81.8%	21.9% 78.1%	25.4% 74.6%
Educates the Public about How to Use the Land/Resources and BLM's Services	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	22.4% [illegible]
Gets Public Input into the Planning Process	1 - 4 Favorable	15.0% 85.0%	23.0% 77.0%	20.9% 79.1%	40.9% 59.1%	31.3% 68.7%	48.0% 52.0%	29.1% 70.9%	50.0% 50.0%	16.7% 83.3%	26.7% 73.3%	25.4% 74.6%	30.2% 69.8%
Offers Information to the Public	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	15.5% [illegible]	19.2% 80.8%
Promotes BLM, Its Employees, and Its Mission to the Public	1 - 4 Favorable	10.0% 90.0%	12.2% 87.8%	24.1% 75.9%	34.8% 65.2%	24.2% 75.8%	41.7% 58.3%	20.7% 79.3%	46.7% 53.3%	16.7% 83.3%	15.0% 85.0%	24.3% 75.7%	25.2% 74.8%
Makes It Easy for People [illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	24.9% [illegible]
OVERALL SATISFACTION	1 - 4 Favorable	9.5% 90.5%	14.4% 85.6%	21.6% 78.4%	40.0% 60.0%	20.5% 79.5%	38.5% 61.5%	22.2% 77.8%	45.5% 54.5%	16.7% 83.3%	20.0% 80.0%	23.3% 76.7%	24.9% 75.1%

*Favorable ratings are those that were scored a 5, 6, or 7 on a 1 to 7 satisfaction scale.

Appendix C:
Mean Ratings by State for Each Question

Mean Ratings by State for Each Question in the *Facilities Available* Arena

Has Comfortable and Adequate Space for Public Use	6.39	6.47	5.50	5.85	6.43	6.12	6.23	6.23	6.33	5.70	6.63	6.20
Has Adequate Space to Display Resource Materials	6.43	6.37	5.32	5.81	6.29	6.08	6.23	5.88	6.13	5.39	6.50	6.06
Displays Interesting Exhibits	6.13	6.15	5.21	5.81	6.22	5.15	5.80	5.37	5.63	5.53	6.01	5.77
Makes It Easy to Find the Information Access Center	[illegible]	6.00	5.76	6.00	[illegible]	5.61	6.09	5.96	6.33	[illegible]	6.50	6.05
Makes Buildings and Facilities Accessible to Customers with Disabilities	6.17	6.19	5.62	6.08	6.45	6.29	6.21	6.10	6.33	5.48	6.47	6.13
Has Enough Parking Spaces	5.27	5.70	5.50	4.44	5.76	6.24	6.19	6.02	6.56	5.72	6.46	5.85
OVERALL SATISFACTION	6.09	6.31	5.58	5.89	6.39	6.00	6.35	6.04	6.13	6.00	6.51	6.15

Mean Ratings by State for Each Question in the *Information and Services Available* Arena

Explains What Information Is Available	6.05	6.16	5.49	6.00	6.28	5.27	6.00	5.69	6.44	N/A	6.17	5.94
Explains How to Use the Com[illegible]	[illegible]	[illegible]	[illegible]	5.98	6.19	[illegible]	[illegible]	5.71	[illegible]	[illegible]	6.15	5.97
Provides Accurate, Complete Information	6.52	6.47	5.68	6.33	6.37	5.50	6.31	5.85	6.67	6.35	6.05	6.14
Volunteers Information and Services	6.42	[illegible]	[illegible]	6.32	6.50	[illegible]	5.31	6.24	6.67	N/A	[illegible]	6.24
Provides Access to Current Information	6.61	6.43	5.68	6.41	6.35	5.64	6.26	5.90	6.56	N/A	6.21	6.15
Indicates Legal Access to Public Land	[illegible]	[illegible]	[illegible]	5.92	6.18	[illegible]	6.00	[illegible]	[illegible]	6.13	[illegible]	5.96
Makes Good Use of Computers	6.14	6.32	5.45	5.81	6.09	5.14	5.74	5.30	6.25	5.50	5.68	5.76
Maps and Other Materials Meet My Needs	[illegible]	[illegible]	[illegible]	6.20	6.53	6.00	6.37	5.95	6.38	N/A	[illegible]	6.27
Allows Me to Make Copies of Relevant Documents	5.85	6.48	5.55	5.79	6.08	5.00	5.79	6.36	6.20	N/A	5.05	5.87
Charges Reasonable Fees for Materials	[illegible]	[illegible]	[illegible]	[illegible]	6.03	5.76	5.62	5.60	6.00	6.23	[illegible]	[illegible]
Provides Information [illegible] Non-BLM [illegible]	[illegible]	6.41	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Meets the Needs of Customers with Disabilities	6.31	6.54	5.52	6.06	6.25	5.79	5.87	5.42	6.00	5.27	6.07	5.93
Provides Readable Copies of Requested Documents*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	6.42	N/A	6.42
OVERALL SATISFACTION	6.35	6.51	5.66	6.44	6.38	5.79	6.26	5.90	6.25	5.86	6.15	6.13

*Only customers in Utah were asked to rate this question.

Mean Ratings by State for Each Question in the *Customer Service* Arena

Greets Me When I Enter the Center	6.26	6.55	5.67	6.48	6.60	6.04	6.15	6.43	6.63	N/A	6.45	6.30
[illegible]	6.43	6.72	5.85	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	6.50	N/A	6.39	6.43
Has Knowledgable Employees on Site	6.70	6.74	5.85	6.30	6.66	5.77	6.49	6.36	6.50	6.58	6.31	6.39
[illegible] Information	6.61	[illegible]	5.86	[illegible]	[illegible]	[illegible]	[illegible]	6.26	6.50	N/A	6.35	6.33
Delivers Consistent Service within the Same Office	6.57	6.70	5.78	6.43	6.51	5.76	6.37	6.22	6.38	6.46	6.22	6.29
Delivers Consistent Service [illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	6.20	[illegible]	5.92	6.05
Shows Enthusiasm and Has Friendly Attitude	6.52	6.78	5.88	6.52	6.72	6.09	6.40	6.47	6.63	6.83	6.32	6.43
Employs Sufficient Number [illegible]	[illegible]	[illegible]	5.39	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	5.86	N/A	5.95	5.96
Minimizes Referrals to Other Staff/Offices	6.59	6.58	5.74	5.95	6.56	5.54	6.24	6.18	6.29	6.30	6.12	6.21
Fosters Good Working [illegible]	[illegible]	[illegible]	5.79	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	6.25	N/A	[illegible]	6.33
Employees Take Responsibility for Helping Me	6.68	6.72	5.82	6.44	6.74	6.00	6.45	6.47	6.50	6.61	6.20	6.40
[illegible]	[illegible]	[illegible]	5.48	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	N/A	[illegible]	6.15
Land/Resource Management Has Flexible Policies	6.27	6.47	5.33	6.19	6.31	5.32	6.08	5.49	6.13	N/A	5.94	5.93
Has Hours of Operation [illegible]	6.00	6.41	5.01	6.26	6.09	5.30	[illegible]	5.82	5.88	6.47	5.81	5.86
OVERALL SATISFACTION	6.48	6.69	5.75	6.37	6.56	5.85	6.40	6.33	6.50	6.60	6.20	6.32

Pacific Consulting Group

Mean Ratings by State for Each Question in the *Communicating with the Public* Arena

Is Open about Reasons for Decisions and Study Results	5.86	5.82	5.20	5.52	5.67	5.11	5.53	4.58	5.86	5.95	5.67	5.44
Educates the Public about How to Use the Land/Resources and BLM's Services	5.95	5.77	5.36	5.46	5.75	4.92	5.84	4.83	6.43	6.15	[illegible]	5.56
Gets Public Input into the Planning Process	5.75	5.54	5.24	5.05	5.39	4.60	5.40	4.33	5.67	5.60	5.54	5.23
Offers Information to the Public	6.25	6.07	5.47	5.83	6.00	5.04	5.78	4.91	6.43	6.44	6.00	5.72
Promotes BLM, Its Employees, and Its Mission to the Public	6.00	5.96	5.22	5.43	5.68	5.04	5.71	4.71	6.00	5.65	5.73	5.50
Makes It Easy for People to Find Out about Proposed Changes	5.47	5.70	5.08	5.13	[illegible]	4.98	5.36	4.85	5.50	[illegible]	[illegible]	[illegible]
OVERALL SATISFACTION	5.90	5.92	5.32	5.36	5.78	4.92	5.68	4.69	6.00	5.76	5.70	5.51

Appendix D:
What Is Net Impression®?

Appendix E:
Glossary of Terms

Glossary

- Customer -- a person who uses the service provided.
- Sample -- a sample is only a partial representation of the larger population from which it is taken.
- Sampling error -- is the random or chance error that occurs when you take a sample rather than testing the whole population.
- Mean -- is an index of central tendency for a set of raw data. It can also be thought of as a distribution or as the simple arithmetic average. To take the average of a set of raw scores, simply add them all up and divide by the total number.
- Confidence level -- is the probability, say 95%, that the true population mean lies within a distance from the sample mean, here two standard deviations.
- Customer service arenas -- are the broad categories that describe service in terms of the customers' expectation of performance.
- Analysis of variance -- is a technique used to test the hypothesis that the means of several sampled populations are equal. This technique examines the variability of the observations within each group as well as the variability between the group means. Based on these two estimates of variability, you draw conclusions about the population means. Demographic variables are used to classify cases into different groups.
- Net Impression® -- breaks the customer's overall impression of the product and service offerings into customer service arenas, which reflect the customers' broad expectation of what the service provider should do for them. Within each customer service arena, customer value criteria show what factors make for a good or bad experience. The Net Impression® framework can be thought of as the customers' scorecard.
- Leverage -- identifies arenas where improvements in the product and service offerings will make the most difference in terms of increasing customer satisfaction. An arena or customer value criterion will have high leverage when customers are relatively dissatisfied, when the element is particularly important, or both.